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ADMINISTRATIVE AND BUDGETARY ASPECTS OF THE FINANCING OF THE UNITED NATIONS PEACE-KEEPING OPERATIONS: FINANCING OF THE UNITED NATIONS PEACE-KEEPING OPERATIONS

Support account for peace-keeping operations

Report of the Secretary-General

SUMMARY

This report is submitted pursuant to General Assembly decision 50/473 of 23 December 1995, in which the Assembly decided, inter alia, "to review at its resumed fiftieth session, no later than March 1996, the current methodology for financing the support account, in the light of the changing requirements for and nature of backstopping of peace-keeping operations at Headquarters and taking into account the report to be submitted by the Board of Auditors, and noted the statement made by the Controller to the Fifth Committee on 28 November 1995 on review of the financing formula". The report of the Board of Auditors is being issued as document A/50/874.

In this connection, it is recalled that in his statement of 28 November 1995 (see A/C.5/50/SR.32), the Controller drew the urgent attention of the Fifth Committee to the fact that if the current support account funding methodology and formula (8.5 per cent of the civilian staff component of the respective budgets of each peace-keeping mission) were retained unchanged, support account overall income projected to be available in 1996 would be about half that for 1995. Since the General Assembly, in its resolution 49/250 of 20 July 1995, stipulated that expenditures under the support account could not exceed the annual income level, it will be necessary, if the current funding formula is retained unchanged, to reduce immediately and drastically the current number of Headquarters backstopping posts (408 posts) funded from the support account. However, such an immediate and drastic reduction in the number of posts is simply not feasible given that

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there would not be a corresponding immediate reduction in the number of missions to be supported and in the amount of backstopping work that would need to be performed in 1996 on ongoing and completed missions.

When conducting his comprehensive review of the minimum Headquarters backstopping requirements in the light of recent and prospective changes in peace-keeping operations, the Secretary-General kept in mind that when the cost level, scope and number of active operations decline, the volume of backstopping activities will eventually decrease. At the same time, to ensure cost-effective management of active and completed operations and to accommodate the workload for 1996/1997, which will not decline as immediately and as precipitously as the overall level of peace-keeping operations, there should be a phased, orderly reduction in backstopping staff requirements. On the basis of his comprehensive review, the Secretary-General believes that 355 posts are required to carry out the minimum Headquarters backstopping requirements. The cost of financing this number of posts, as well as related non-post requirements, for a 12-month period would be in the order of $31 million net. Since the support account income level for a 12-month period, if the current funding formula is retained, is projected at some $17 to $18 million, there would be a significant shortfall.

The Secretary-General's comprehensive review of the current support account funding formula, which is based only on a percentage of the civilian staff cost component of ongoing missions, also identified a number of major weaknesses. The Secretary-General has concluded that the current methodology has not met the changing requirements and nature of backstopping for peace-keeping operations and should therefore be replaced. The Secretary-General is neither in favour of revising the current funding formula upwards substantially nor of modifying it to be a percentage of the total projected annual cost level of all active peace-keeping operations with a view to generating sufficient income to finance backstopping requirements in 1996, since all the weaknesses of the current methodology would continue to be retained. Instead, the Secretary-General recommends, commencing 1 July 1996 in conformity with the new budgetary cycle for peace-keeping operations, adoption of a new funding arrangement: once the General Assembly has discussed and approved the minimum requirements for backstopping activities at Headquarters for the 12-month fiscal period ending 30 June of the following year, the Assembly should appropriate the related resources, which should be assessed on the same scale as that used for peace-keeping assessments.

Commencing 1 July 1996, the Secretary-General recommends that the General Assembly approve, for the 12-month period from 1 July 1996 to 30 June 1997, the minimum Headquarters backstopping requirements amounting to $37.2 million gross, or $31.3 million net, to be appropriated and assessed on the same scale as that used for peace-keeping assessments. This represents the minimum requirement for the period for backstopping of ongoing and completed missions at Headquarters.

With regard to the bridging period from 1 April to 30 June 1996, the Secretary-General proposes that the current staffing establishment of 408 posts, including the 61 temporary posts which the Assembly had authorized

up to 31 March 1996, be maintained so that the post reductions resulting from his comprehensive review of the minimum Headquarters backstopping requirements will be implemented effective 1 July 1996. These requirements will be financed for the last time on the basis of the current funding methodology and formula.

The actions to be taken by the General Assembly are indicated in paragraph 39 of the report.

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I. INTRODUCTION

1. This report has been submitted pursuant to General Assembly decision 50/473 of 23 December 1995, in which the Assembly decided, "on the basis of the report to be submitted by the Secretary-General following completion of his comprehensive review exercise", inter alia, "to review at its resumed fiftieth session, no later than March 1996, the current methodology for financing the support account, in the light of the changing requirements for and nature of backstopping of peace-keeping operations at Headquarters and taking into account the report to be submitted by the Board of Auditors, and noted the statement made by the Controller to the Fifth Committee on 28 November 1995 on review of the financing formula". The report of the Board of Auditors is being issued as document A/50/874.

II. BACKGROUND

Backstopping of peace-keeping operations at Headquarters: core and variable elements

2. The United Nations has been involved in peace-keeping since 1948. It is reasonable to assume, following the unprecedented increase in the number of peace-keeping operations in recent years and taking into account the current and prospective changes in a number of them, that the Organization will continue to be involved in peace-keeping activities for the foreseeable future. On that basis, while its nature and level may change, backstopping support of peace-keeping activities at Headquarters will and must continue. The backstopping of peace-keeping operations can be defined, in general terms, as the overall direction, assistance and guidance given by departments/offices and other units, at Headquarters, for ensuring the effective planning, implementation and liquidation of peace-keeping operations. In order to provide this support, a well coordinated, timely and effective response to mandates for the implementation of peace-keeping operations requires an adequate and constant level of resources for those Secretariat units.

3. In this regard, it continues to be the Secretary-General's position that the effective coverage of such backstopping functions at Headquarters involves three elements, namely:

(a) A basic and permanent core capability and capacity that provides for planning and orderly and timely launching of peace-keeping operations, even if no ongoing peace-keeping operation exists, and the retention of institutional memory and lessons learned;

(b) A capacity to support backstopping functions that fluctuate with the number, size and complexity of ongoing peace-keeping operations;

(c) Additional support capacity to backstop the liquidation of peace-keeping missions that are completed but not closed.

4. It also remains the Secretary-General's view that the financing of the core backstopping capacity, representing the fixed costs to the Organization, must be financed from the regular budget. The variable costs associated with supporting ongoing and completed missions should be funded from the support account for Peace-keeping operations. In this connection, the Secretary-General, in his report of 27 May 1994, (A/48/470/Add.1, para. 35), "put on record a vision of the Secretariat units supporting peace-keeping operations as they should be configured in the not too distant future. At the present time, the total number of posts required for effectively backstopping peace-keeping operations is estimated at approximately 630".

5. In this connection, it is noted that the Secretary-General had earlier provided, in paragraphs 15 to 32 of his report of 28 November 1994 (A/49/717), a detailed discussion of his definition of core functions and criteria for deciding which support activities should be funded from the regular budget and which from the support account. On the basis of these criteria, the core functions, in terms of executive direction, management and support, in offices that have direct responsibility exclusively for backstopping peace-keeping operations, namely, the Department of Peace-keeping Operations, the Peace-keeping Financing Division in the Office of Programme Planning, Budget and Accounts, and the Field Mission Procurement Section in the Office of Conference and Support Services, were described in paragraphs 19 to 25 of the report and remain valid.

Regular budget financing of core posts

6. As will be recalled, in paragraph 30 of his report of 28 November 1994 to the General Assembly (A/49/717), the Secretary-General identified 88 posts (52 Professional and 36 General Service) as core posts, of which only 61 posts (54 for the Department of Peace-keeping Operations and 7 for the Procurement and Transportation Division, Office of Conference and Support Services) were being funded from the regular budget at the time. With the principle outlined in paragraphs 3 and 4 above in mind and consistent with the intention expressed in paragraph 31 of document A/49/717, the Secretary-General has since requested, in the context of his proposed programme budget for the biennium 1996-1997, the transfer of funding from the support account to the regular budget of 26 posts, of which 19 posts are for the Department of Peace-keeping Operations (1 D-1, 8 P-5, 2 P-3 and 8 General Service, including 1 at the Principal level) and 7 posts are for the Peace-keeping Financing Division, Office of Programme Planning, Budget and Accounts (1 D-2, 1 D-1, 1 P-5, 1 P-4 and 3 General Service, including one at the Principal level), and the redeployment of one regular budget post from the Department of Political Affairs to the Department of Peace-keeping Operations. 1/ However, the General Assembly, at its recently concluded fiftieth regular session, decided to defer consideration of the request to transfer the funding of these 26 posts to the regular budget to its resumed fiftieth session. The Secretary-General trusts that the General Assembly will accept his position that the 26 core posts should be funded from the regular budget. However, should the Assembly decide otherwise, they will have to remain funded from the support account.

Concept of the support account for peace-keeping operations

7. "Overload" posts to deal with additional workload at Headquarters caused by a peace-keeping operation were first introduced in 1957 in connection with the United Nations Emergency Force (UNEF). Such posts were financed from the particular operation it supported. In time, as the number of peace-keeping operations increased, it became apparent that identifying an overload post against a specific mission was arbitrary, since the incumbents of such posts performed tasks for any number of missions interchangeably.

8. The need to rationalize this issue and to address the increase in Headquarters backstopping activities led to the concept of the support account for peace-keeping operations and proposals by the Secretary-General on its modus operandi and use. By its resolution 45/258 of 3 May 1991, the General Assembly approved the establishment of the support account, effective 1 January 1990. From 1991 to 1993, resources from the support account were provided to departments/offices after obtaining the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, with subsequent reporting to the General Assembly. Starting in 1994, on the recommendation of the Advisory Committee, the General Assembly has been provided with all relevant information, on the basis of which it has approved additional posts and other non-post expenditures.

Support account: funding formula

9. Since 1991, the overload posts for Headquarters backstopping of peace-keeping operations have been financed by the inclusion in the respective budgets for each active peace-keeping mission of an amount equal to 8.5 per cent of the cost of the civilian staff component of that mission. This 8.5 per cent formula was derived from the relationship of the cost of 92 overload posts existing at the time with the cost of the total civilian staff posts approved for the five peace-keeping missions then in place, three of which had military forces but with operational requirements at the maintenance level (the United Nations Peace-keeping Force in Cyprus (UNFICYP), the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL)), and two of which were observer missions (the United Nations Iran-Iraq Military Observer Group (UNIIMOG) and the United Nations Observer Group in Central America (ONUCA)). It is apparent from the foregoing that the selection of this 8.5 per cent formula was a pragmatic choice the purpose of which was to generate sufficient income to finance the cost of overload posts existing at the time. Even then, the Secretary-General had noted that this pragmatic approach represented a first step, which would be subject to review and adjustment. By its resolution 49/250 of 20 July 1995, the General Assembly decided to maintain the current funding methodology "on the understanding that this percentage shall be reviewed annually and for the first time no later than the spring of 1996, taking into account the report to be submitted by the Board of Auditors".

III. CURRENT SUPPORT ACCOUNT SITUATION AND PROSPECTS IN 1996

Support account: operating experience

10. It has become apparent that the current funding formula, which is based on the cost of the civilian staff component of peace-keeping missions, could not foresee and does not take into account the subsequent expansion, since its introduction in 1991, in the scope, scale and complexity of peace-keeping operations and, concomitantly, the role and responsibilities of the Secretariat in providing backstopping support at Headquarters. As previously noted, the scope of mission mandates has expanded from cease-fire monitoring and truce observation to include provision of electoral support, civilian police monitoring and training, military demobilization, mine clearance, protection and support to humanitarian activities. Consequently, the scope of backstopping support at Headquarters has expanded from supporting operational requirements at maintenance level to providing effective and timely support for more complex operational requirements.

11. The current funding formula also did not take into account the fact that for completed and closed peace-keeping operations, no support account income would be generated to finance related post-mission liquidation backstopping activities at Headquarters. Such post-mission activities, which include the processing and settlement of outstanding claims (letters of assist, contingent-owned equipment, death and disability) owed to troop-contributing Governments, litigation and settlement of third-party claims, accounting and disposal of assets, budget performance and reporting, and audit coverage and reporting, continue long after the operational completion and end of financing of a mission.

12. Moreover, in practice, and as shown in table 1 below, since 1992, the level of support account income generated annually using the current funding formula did not yield sufficient income to finance the full cost of the support account staffing establishment and the related common services and other requirements authorized for that and subsequent years. However, no resource shortfalls occurred because of a pattern of support account underexpenditures, which was primarily attributable to high support account post vacancy rates. These high vacancy rates were largely due to the fact that the General Assembly authorized support account temporary posts and general temporary assistance positions for short durations, sometimes for six months or less, as opposed to more "permanent" posts funded from the regular budget. Coupled with the Secretariat's own administrative procedures, these factors made it extremely difficult between 1991 and 1994 to attract, hire on a timely basis and retain the best qualified personnel for backstopping functions. However, access to fortuitous unencumbered balances from prior years owing to such underexpenditures is now no longer possible as a result of strenuous efforts by the Secretariat to fill the support account posts, a process which has been helped by the General Assembly's approval in mid-July 1995 of the conversion of all remaining positions funded under general temporary assistance to temporary post status.

Table 1. Summary of income and expenditure for the period from 1990 to 1995

(Millions of United States dollars)

	1990-1991	1992	1993	1994	1995
I. Income	12.8	16.2	24.5	25.3	25.1
Adjustment for operating reserve	(2.5)	(0.7)	(1.7)	(0.2)	0.0
	10.3	15.5	22.8	25.1	25.1
Balance from prior year	0.0	0.6	5.5	10.0	8.0
	10.3	16.1	28.3	35.1	33.1
II. Expenditure	9.7	10.6	18.3	27.1	33.3
Balance	0.6	5.5	10.0	8.0	(0.2)

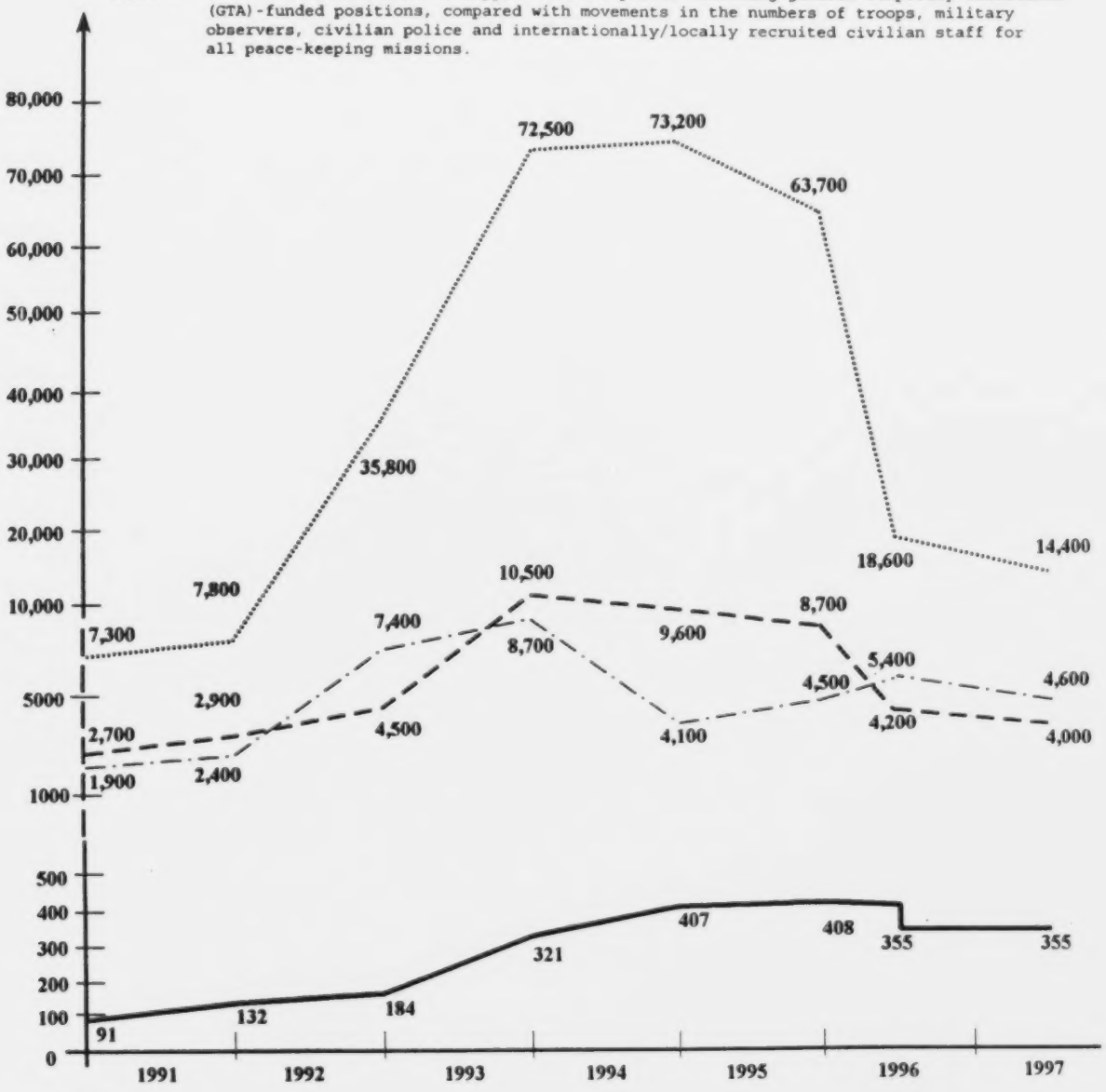
13. In tables 2 to 5 below, data from 1990 to 1995 is provided which compares the number and total annual cost of all peace-keeping operations with the support account annual budgets approved for those years. Comparisons are also made between the total numbers of military and civilian personnel approved for those missions compared with the total number of support account posts approved for those years. The number of active, completed and closed missions funded under special accounts and the regular budget is also shown. It is apparent from the comparative data provided that over time, changes in the number, scope, scale and complexity of peace-keeping operations, as well as the considerations outlined in paragraphs 11 and 12 above, have affected and rendered less meaningful the pragmatic validity of the current methodology and funding formula for the support account and its ability to generate a sufficient, assured and stable level of resources, which is necessary to support essential backstopping functions at Headquarters. These developments warrant reconsideration now of how the support account should be funded.

Table 2. Cost of peace-keeping operations compared with the cost of the support account

(Millions of United States dollars)

	1990	1991	1992	1993	1994	1995
Cost of peace-keeping operations						
Special account	378.8	449.0	1 697.0	2 970.2	3 500.0	3 200.0
Regular budget	31.2	31.2	37.8	37.8	38.0	33.0
Total	410.0	480.2	1 734.8	3 008.0	3 538.0	3 233.0
Cost of the support account	4.0	5.7	10.6	18.3	27.1	33.3
Support account as a percentage of the cost of peace-keeping operations	1.0%	1.2%	0.6%	0.6%	0.8%	1.0%

Table 3. Movement in the number of support account posts, including general temporary assistance (GTA)-funded positions, compared with movements in the numbers of troops, military observers, civilian police and internationally/locally recruited civilian staff for all peace-keeping missions.

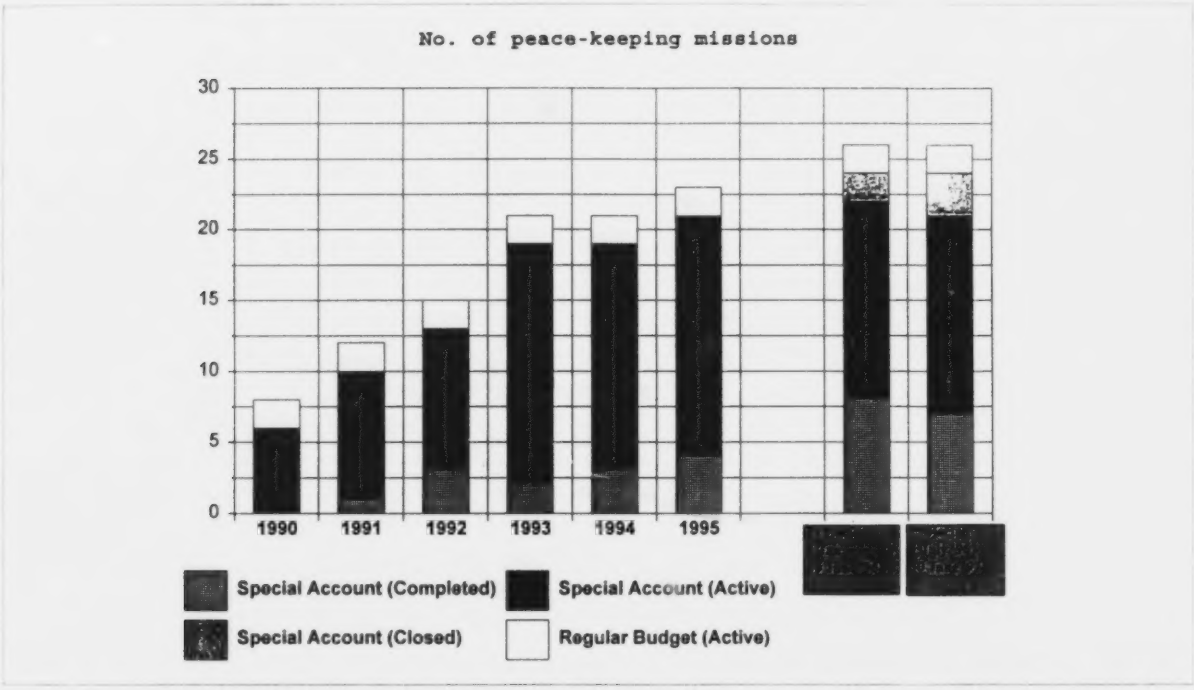


Legend

Highest number of troops reported during the year.
Number of military observer and civilian police positions authorized.
Number of international and local civilian staff posts authorized (weighted average).
Number of Support Account posts, including GTA funded positions authorized, as follows:

	May '90	Nov. '91	Mar. '92	June '92	Dec. '92	Jan. '93	May '93	Aug. '93	Jan. '94	Apr. '94	July '94	Jan. '95	July '95	Dec. '95	July '96
Posts	91	126	126	135	142	142	194	266	316	342	342	346	407	408	355
GTA	0	6	12	42	42	59	50	27	5	5	65	61	0	0	0
Total	91	132	138	177	184	201	244	293	321	347	407	407	407	408	355

Table 4. Analysis of active, completed and closed peace-keeping missions



	1990	1991	1992	1993	1994	1995	Projected 1 Jan. - 30 Jun. '96	Projected 1 July '96 - 30 Jun. '97
Special Account								
Active Missions	6	9	10	17	16	17	14	14
Completed Missions		1	3	2	3	4	8	7
Closed Missions							2	3
Regular Budget								
Active Missions	2	2	2	2	2	2	2	2
Completed Missions								
Total	8	12	15	21	21	23	26	26

Table 5. Listing of active, completed and closed peace-keeping missions a/

	1990	1991	1992	1993	1994	1995	Projected 1 Jan. - 30 Jun. '96	Projected 1 July '96 - 30 Jun. '97	
Special Account (Active)	UNDOF	UNDOF	UNDOF	UNDOF	UNDOF	UNDOF	UNDOF	UNDOF	
	UNIFIL	UNIFIL	UNIFIL	UNIFIL	UNIFIL	UNIFIL	UNIFIL	UNIFIL	
	UNIIMOG	UNIIMOG							
	ONUCA	ONUCA							
	UNTAG								
	UNAVEM	UNAVEM	UNAVEM	UNAVEM	UNAVEM	UNAVEM	UNAVEM	UNAVEM	
		UNIKOM	UNIKOM	UNIKOM	UNIKOM	UNIKOM	UNIKOM	UNIKOM	
		MINURSO	MINURSO	MINURSO	MINURSO	MINURSO	MINURSO	MINURSO	
		ONUSAL	ONUSAL	ONUSAL	ONUSAL	ONUSAL			
		UNAMIC							
			UNTAC	UNTAC	UNTAC				
			UNPROFOR	UNPROFOR	UNPROFOR	UNPROFOR			
						UNPREDEP	UNPREDEP	UNPREDEP	
						UNCRO			
			UNOSOM	UNOSOM	UNOSOM	UNOSOM			
			UNOMOZ	UNOMOZ	UNOMOZ	UNOMOZ			
				UNFICYP	UNFICYP	UNFICYP	UNFICYP	UNFICYP	
				UNOMUR					
				UNOMIG	UNOMIG	UNOMIG	UNOMIG	UNOMIG	
				UNOMIL	UNOMIL	UNOMIL	UNOMIL	UNOMIL	
				UNMIH	UNMIH	UNMIH	UNMIH	UNMIH	
				UNAMIR	UNAMIR	UNAMIR			
				UNMLTIC	UNMLTIC				
						UNMOT	UNMOT	UNMOT	
							UNTAES	UNTAES	
							UNMIBH	UNMIBH	
							UNMOP	UNMOP	
Special Account (Completed)		UNTAG	UNTAG	UNTAG	UNTAG	UNTAG	UNTAG	UNTAG	Closed
			UNIIMOG	UNIIMOG	UNIIMOG	UNIIMOG	UNIIMOG	UNIIMOG	Closed
			ONUCA	ONUCA	ONUCA	ONUCA	ONUCA	ONUCA	ONUSAL
Closed / Consolidated			UNAMIC	UNAMIC	UNAMIC	UNAMIC	UNAMIC	UNAMIC	UNTAC
					UNOMUR	UNOMUR	UNOMUR	UNOMUR	UNAMIR
						UNTAC	UNTAC	UNTAC	
						UNMLTIC	UNMLTIC	UNMLTIC	Closed
							UNPROFOR	UNPROFOR	
							UNCRO	UNCRO	
							UNOSOM	UNOSOM	
							UNOMOZ	UNOMOZ	
							ONUSAL	ONUSAL	
							UNAMIR	UNAMIR	
Regular Budget (Active)		UNTSO	UNTSO	UNTSO	UNTSO	UNTSO	UNTSO	UNTSO	
		UNMOGIP	UNMOGIP	UNMOGIP	UNMOGIP	UNMOGIP	UNMOGIP	UNMOGIP	

a/ In addition there are 10 other missions.

Support account: situation in 1995

14. During 1995 there were 19 active and 4 completed missions. The total cost of all these active peace-keeping missions was in the order of $3.2 billion. The application of the current support account funding formula (8.5 per cent of the civilian staff component of peace-keeping mission budgets) generated some $25.1 million in support account income for 1995.

15. By its resolution 49/250 and its decision 50/473, the General Assembly authorized a total staffing establishment of 408 support account temporary posts and related non-post resources, which, for 1995, corresponded to an expenditure level of $33.3 million. For 1995, this expenditure amount is being financed from income totalling $33.1 million, comprising $25.1 million in formula-generated income, the application of $7.9 million of unencumbered balance from the prior year and the transfer of some $32,000 from the operating reserve. This results, for the first time, in a small operating deficit of some $145,000 for the year which will be covered by a corresponding transfer from the operating reserve in 1996 (see para. 35 below). As can be seen from table 6 below and for the reasons explained in paragraph 12 above, there will be no unencumbered balance from the prior year available to carry forward into 1996.

Table 6. Summary of support account income and expenditure for 1995 and indicative 12-month projection for 1996 (at maintenance level)

(Thousands of United States dollars)

	1995	Maintenance projection for 12 months in 1996
I. Income	25 134.0	17 468.0
Adjustment for operating reserve	32.0	1 533.0 a/
	25 166.0	19 001.0
Balance from prior year	7 995.0	(145.0)
	33 161.0	18 856.0
II. Expenditure		
Staff and other personnel costs	29 330.0	31 749.0
Travel	15.0	120.0
Training	476.0	475.0
Operating expenses	3 485.0	3 120.0
	33 306.0	35 464.0
Balance	(145.0)	(16 608.0)

a/ The operating reserve for 1996 is maintained at $3,493,500, representing 20 per cent of projected formula-generated income. As at 31 December 1995, the reserve stood at $5,026,900.

Support account: current formula-generated income prospects for 1996

16. For the 1996 calendar year, taking into account known and prospective changes in the status of ongoing peace-keeping missions and new operations, there will be 16 active, 8 completed and 2 closed missions. However, the total cost of all these peace-keeping missions in 1996 is currently projected in the range of $1.4 to $1.5 billion, compared with some $3 billion in 1995. On that basis, it is also projected that the application of the current support account funding formula (8.5 per cent of the civilian staff component of peace-keeping mission budgets) will only generate some $17.4 million in support account income for 1996, compared with some $25 million in 1995 (see table 6 above). In this connection, it is noted that the projection of the total cost of all active peace-keeping missions in 1996 as well as the projection of support account formula-generated income will very likely have to be adjusted during the year and is therefore tentative and not assured.

17. As shown in table 6 above, for the period from 1 January to 31 December 1996, the indicative maintenance-level cost of the approved staffing establishment of 408 temporary posts and related non-post requirements is estimated at $35.4 million. On that basis, since total income expected to be available will only amount to some $18.8 million, comprising $17.4 million from formula-generated income and $1.5 million in transfer from the operating reserve, less some $145,000 to cover the 1995 operating deficit, there will be a significant income shortfall in the order of $16.6 million.

Impact of immediate and drastic reduction in current formula-generated income in 1996

18. As stipulated in paragraph 5 of General Assembly resolution 49/250, if the current funding formula is retained unchanged, expenditures under the support account cannot exceed the annual income level. Based on the current projections (see paras. 15 and 69 and table 6), that income will finance only a little more than 200 posts in 1996. However, such an immediate and drastic reduction in the number of posts is simply not feasible, given that there is not a corresponding, immediate reduction in the number of missions to be supported and in the amount of backstopping work that will need to be performed in support of the existing operations in 1996. Backstopping work will continue on 16 active, 8 completed and 2 closed missions.

19. The drastic reduction in the number of posts described in paragraph 18 above would have immediate and significant adverse consequences for departments and offices whose support account posts are providing essential backstopping of peace-keeping operations, such as the Department of Peace-keeping Operations, the Department of Administration and Management, the Office of Legal Affairs and the Office of Internal Oversight Services. It is evident that the capacity of the Department of Peace-keeping Operations to provide timely and effective backstopping support to ongoing missions will be severely affected. Some other examples can be cited. The ability of the Office of Internal Oversight Services to provide necessary management review and audit coverage and reporting on peace-keeping operations will be circumscribed. The ability of the Office of Legal Affairs to provide adequate legal coverage, representation and protection of the Organization's best interests in terms of rendering timely advice on

proposed peace-keeping agreements and contracts and the settlement of disputes under litigation will be compromised. The ability of the Purchase and Transportation Division, Office of Conference and Support Services, to provide procurement and contract support to peace-keeping operations in a timely and cost-effective manner and to carry out necessary procurement reform measures recommended by an expert group, will be set back. The ability of the Peace-keeping Financing Division, Office of Programme Planning, Budget and Accounts, to analyse, prepare and submit the Secretary-General's peace-keeping financing, performance and other reports in a timely manner and to perform its monitoring of mission budget implementation will be diminished. The ability of the Accounts Division to produce financial statements of active as well as completed and closed missions and to process reimbursements to troop contributors and payments to vendors will be limited. The ability of the Treasury to ensure timely and accurate processing of peace-keeping assessments will be impaired.

20. In addition to providing timely and effective support for ongoing missions, the drawdown or closure of missions constitutes a period of intense activity, particularly for the Department of Peace-keeping Operations and the Department of Administration and Management. These surge activities include planning for the drawdown and closure of operations, arrangements for the repatriation of personnel and equipment, separation and re-assignment of staff, commercial disposal of assets and a host of administrative and financial tasks associated with the liquidation process, such as processing of reimbursements for contingent-owned equipment and settlement of third-party claims, letters of assist and commercial contractual disputes. The disposal of assets will take place on a rather large scale and under conditions totally different from those experienced before.

21. It should be noted that the Secretariat is also in the midst of developing an effective capability to respond to the needs of peace-keeping operations. A series of improvement projects to consolidate and enhance the backstopping capacity in the Department of Peace-keeping Operations and the Department of Administration and Management have been put into effect and a number of others are in various stages of completion, including new arrangements relating to contingent-owned equipment; death and disability claims; procurement reform measures; assets management, accounting and control; standardization of the peace-keeping budget financing and performance reports; and updating of the Standard Ratios and Standard Costs Manual and the Field Administration Handbook. Any dramatic reduction in support account posts and financing will hamper completion of these projects and jeopardize Secretariat efforts to ensure an adequate level of preparedness for the Organization to effectively support peace-keeping operations.

22. The Secretary-General recognizes that when the cost, level and scope of a number of active peace-keeping budgets decline, the volume of backstopping activities will also eventually decrease. However, as regards the number of operations that must be supported, there will be 26 active, completed and closed missions to be supported, as compared with 23 in 1995. The fact that there are fewer personnel, both military and civilian, will, of course, gradually cause a reduction in the level of backstopping support from Headquarters. It must be recognized, therefore, that just as there is a "catch-up" period in the provision of backstopping staffing requirements at the time of expanding peace-

keeping activities, there should also correspondingly be a phased, orderly adjustment in backstopping staff requirements when peace-keeping activities decline. Such an approach is necessary to ensure cost-effective management of operations and in order to accommodate the workload for the immediate future, which will not decline as immediately and as precipitously as the overall level of the peace-keeping budgets.

IV. COMPREHENSIVE REVIEW OF THE SUPPORT ACCOUNT

Purpose of the comprehensive review

23. It is clear from the discussion in paragraphs 10 to 22 above that the inherent volatility of the current support account funding methodology and formula and its inability to provide adequate backstopping capacity will not allow the Secretariat to continue extending necessary backstopping support to peace-keeping operations, taking into account changing mission situations and requirements. For these reasons, the Secretary-General has concluded that a comprehensive review should be conducted to determine the minimum requirements for backstopping support in order to avoid serious damage to the essential backstopping capacity at Headquarters, which has been built up in recent years, and to ensure timely, effective backstopping. The conduct now of this review, not only of the minimum backstopping requirements but of how best to fund the support account, is also necessary in the context of harmonizing support account requirements with the new budgetary cycle for peace-keeping operations, which covers a 12-month period from July of one year to June of the next year, starting in 1996.

Outcome of the comprehensive review

24. The Secretary-General has conducted and completed a comprehensive "bottom-up" review of backstopping requirements of Headquarters departments and offices involved, in the light of recent and prospective changes in peace-keeping operations. The projected activities and workload over the next 15-month period from 1 April 1996 to 30 June 1997 of each of the departments and offices involved was reviewed. The Secretary-General believes that due account must be taken of the impact of changes in the nature, scope and scale of these missions, as well as the ongoing Secretariat-wide effort to be more efficient at less cost. On this basis, the Secretary-General has determined that a revised support account staffing establishment of 355 posts represents the minimum requirement necessary to ensure backstopping support required for active, completed and closed missions for the 12-month period from 1 July 1996 to 30 June 1997. These revised requirements are explained further in annex II. The Secretary-General is of the view that, while this revised level will entail redistribution and doubling up of work assignments and is likely to affect the timeliness of certain work, it will not jeopardize the executive direction, management and support of peace-keeping operations by the Department of Peace-keeping Operations and all other departments and offices providing backstopping support to peace-keeping operations.

25. Annex I details the current and proposed distribution of support account posts and the consequential changes by organizational unit and grade level as

stipulated in paragraph 6 of General Assembly resolution 49/250. Annex II provides additional information on the minimum requirements for each of the departments/offices involved. Annexes III and IV respectively provide key workload indicators and summary organizational charts for the departments/offices concerned. Pursuant to paragraph 7 of resolution 49/250, information on redeployment of support account posts is also provided.

26. The results of the Secretary-General's comprehensive review of support account staffing requirements are also summarized in table 7 below.

27. Based on the comprehensive review results, minimum Headquarters backstopping requirements for a 12-month period would be in the order of $31 million (see table 8 below). Since the support account overall income level for 1996 is projected at only $18.8 million (see para. 17 and table 6 above) there would still be a substantial shortfall. To fully fund this revised minimum backstopping requirement level for a 12-month period, the current funding methodology would require significant modification.

Table 7. Summary of current and proposed support-account-funded staffing establishment together with indicative information on the totality of staffing resources funded from all other sources a/ available to those units of departments/offices involved in providing backstopping support

	Support account b/	Indicative information 1 January to 30 June 1996				Support account proposed from 1 July 1996 to 30 June 1997		Indicative information 1 July 1996 to 30 June 1997			
Level	Current through 31 Mar 96; proposed 1 Apr to 30 Jun 96	Regular budget	Extra-budgetary	Gratis military personnel c/	Total	Increase/ (decrease)	Revised requirements d/	Regular budget	Extra-budgetary	Gratis military personnel c/	Total
1	2	3	4	5	6 2+3+4+5	7	8 2+7	9	10	11	12 8+9+10+11
Department of Peace-keeping Operations											
USG	-	1	-	-	1	-	-	1	-	-	1
ASG	-	2	-	-	2	-	-	2	-	-	2
D-2	-	4	-	-	4	-	-	4	-	-	4
D-1	7	5	-	1	13	-	7	5	-	1	13
P-5	13	5	-	2	20	4	17	5	-	2	24
P-4	46	7	1	60	114	(13)	33	7	1	60	101
P-3	38	4	2	39	83	(11)	27	4	2	39	72
P-2/1	5	7	-	8	20	(2)	3	7	-	8	18
Subtotal	109	35	3	110	257	(22)	87	35	3	110	235
General Service (Principal level)	7	-	-	1	8	-	7	-	-	1	8
General Service (Other levels)	131	20	1	11	163	(8)	123	20	1	11	155
Subtotal	138	20	1	12	171	(8)	130	20	1	12	163
Total	247	55	4	122	428	(30)	217	55	4	122	398
Department of Administration and Management units e/											
USG	-	-	-	-	-	-	-	-	-	-	-
ASG	-	-	-	-	-	-	-	-	-	-	-
D-2	1	6	-	-	7	-	1	6	-	-	7
D-1	2	8	1	-	11	-	2	8	1	-	11
P-5	6	21	4	-	31	-	6	21	4	-	31
P-4	29	34	7	-	70	(2)	27	34	7	-	68
P-3	28	35	11	3	77	(5)	23	35	11	3	72

Level	Support account b/	Indicative information 1 January to 30 June 1996				Support account proposed from 1 July 1996 to 30 June 1997		Indicative information 1 July 1996 to 30 June 1997			
	Current through 31 Mar 96, proposed 1 Apr to 30 Jun 96	Regular budget	Extra-budgetary	Gratis military personnel c/	Total	Increase/ (decrease)	Revised requirements d/	Regular budget	Extra-budgetary	Gratis military personnel c/	Total
1	2	3	4	5	6 2+3+4+5	7	8 2+7	9	10	11	12 8+9+10+11
P-2/1	2	27	2	1	32	-	2	27	2	1	32
Subtotal	68	131	25	4	228	(7)	61	131	25	4	221
General Service (Principal level)	1	31	10	-	42	-	1	31	10	-	42
General Service (Other levels)	72	361	64	-	497	(15)	57	361	64	-	482
Subtotal	73	392	74	-	539	(15)	58	392	74	-	524
Total	141	523	99	4	767	(22)	119	523	99	4	745
Audit and Management Consulting Division/Office of Internal Oversight Services											
USG	-	-	-	-	-	-	-	-	-	-	-
ASG	-	-	-	-	-	-	-	-	-	-	-
D-2	-	1	-	-	1	-	-	1	-	-	1
D-1	-	1	-	-	1	-	-	1	-	-	1
P-5	1	6	2	-	9	(1)	-	6	2	-	8
P-4	6	6	7	-	19	-	6	6	7	-	19
P-3	3	8	6	-	17	(1)	2	8	6	-	16
P-2/1	-	7	1	-	8	-	-	7	1	-	8
Subtotal	10	29	16	-	55	(2)	8	29	16	-	53
General Service (Principal level)	-	7	1	-	8	-	-	7	1	-	8
General Service (Other levels)	1	5	7	-	13	-	1	5	7	-	13
Subtotal	1	12	8	-	21	-	1	12	8	-	21
Total	11	41	24	-	76	(2)	9	41	24	-	74

Level	Support account b/	Indicative information 1 January to 30 June 1996				Support account proposed from 1 July 1996 to 30 June 1997		Indicative information 1 July 1996 to 30 June 1997			
	Current through 31 Mar 96; proposed 1 Apr to 30 Jun 96	Regular budget	Extra-budgetary	Gratis military perspnnel c/	Total	Increase/ (decrease)	Revised requirements d/	Regular budget	Extra-budgetary	Gratis military personnel c/	Total
1	2	3	4	5	6 2+3+4+5	7	8 2+7	9	10	11	12 8+9+10+11
Executive Office of the Secretary-General											
USG	1	-	-	-	1	-	1	-	-	-	1
ASG	-	2	-	-	2	-	-	2	-	-	2
D-2	1	1	-	-	2	-	1	1	-	-	2
D-1	-	6	-	-	6	-	-	6	-	-	6
P-5	1	3	-	-	4	-	1	3	-	-	4
P-4	1	6	-	-	7	(1)	-	6	-	-	6
P-3	-	1	-	-	1	-	-	1	-	-	1
P-2/1	-	1	-	-	1	-	-	1	-	-	1
Subtotal	4	20	-	-	24	(1)	3	20	-	-	23
General Service (Principal level)	-	4	-	-	4	-	-	4	-	-	4
General Service (Other levels)	1	32	-	-	33	-	1	32	-	-	33
Subtotal	1	36	-	-	37	-	1	36	-	-	37
Total	5	56	-	-	61	(1)	4	56	-	-	60
General Legal Division/Office of Legal Affairs											
USG	-	-	-	-	-	-	-	-	-	-	-
ASG	-	-	-	-	-	-	-	-	-	-	-
D-2	-	1	-	-	1	-	-	1	-	-	1
D-1	-	1	1	-	2	-	-	1	1	-	2
P-5	1	4	1	-	6	-	1	4	1	-	6
P-4	1	3	-	-	4	-	1	3	-	-	4
P-3	1	3	1	-	5	-	1	3	1	-	5
P-2/1	-	-	2	-	2	-	-	-	2	-	2
Subtotal	3	12	5	-	20	-	3	12	5	-	20

Level	Support account b/	Indicative information 1 January to 30 June 1996				Support account proposed from 1 July 1996 to 30 June 1997		Indicative information 1 July 1996 to 30 June 1997			
	Current through 31 Mar 96; proposed 1 Apr to 30 Jun 96	Regular budget	Extra-budgetary	Gratis military personnel c/	Total	Increase/ (decrease)	Revised requirements d/	Regular budget	Extra-budgetary	Gratis military personnel c/	Total
1	2	3	4	5	6 2+3+4+5	7	8 2+7	9	10	11	12 8+9+10+11
General Service (Principal level)	-	-	-	-	-	-	-	-	-	-	-
General Service (Other levels)	-	5	4	-	9	-	-	5	4	-	9
Subtotal	-	5	4	-	9	-	-	5	4	-	9
Total	3	17	9	-	29	-	3	17	9	-	29
Advisory Committee on Administrative and Budgetary Questions											
USG	-	-	-	-	-	-	-	-	-	-	-
ASG	-	-	-	-	-	-	-	-	-	-	-
D-2	-	1	-	-	1	-	-	1	-	-	1
D-1	-	-	-	-	-	-	-	-	-	-	-
P-5	1	2	-	-	3	-	1	2	-	-	3
P-4	-	1	-	-	1	1	1	1	-	-	2
P-3	-	-	-	-	-	-	-	-	-	-	-
P-2/1	-	-	-	-	-	-	-	-	-	-	-
Subtotal	1	4	-	-	5	1	2	4	-	-	6
General Service (Principal level)	-	1		-	1	-	-	1	-	-	1
General Service (Other levels)	-	3		-	3	1	1	3	-	-	4
Subtotal	-	4	-	-	4	1	1	4	-	-	5
Total	1	8	-	-	9	2	3	8	-	-	11
Grand total	408	700	136	126	1 370	(53)	355	700	136	126	1 317

(Footnotes to table on following page.)

(Footnotes to table)

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a/ All Department of Peace-keeping Operations posts funded from all sources perform executive direction, management and support functions for peace-keeping operations. For all other departments/offices listed, most of their non-support-account-funded posts identified generally perform non-peace-keeping backstopping-related functions.

b/ Includes 61 converted posts (2 D-1, 3 P-5, 14 P-4, 12 P-3, 30 General Service).

c/ The number of gratis military personnel is based on the current level. Indicative grade level equivalencies are as provided by the department/office.

d/ Includes pending proposal for transfer from the support account to the regular budget of:

19 posts for the Department of Peace-keeping Operations (1 D-1, 8 P-5, 2 P-3, 8 General Service, including one at the Principal level)

7 posts for the Peace-keeping Financing Division (1 D-2, 1 D-1, 1 P-5, 1 P-4, 3 General Service, including one at the Principal level).

e/ Department of Administration and Management Units involved are: Financial Management Office, Office of the Under-Secretary-General; Peace-keeping Financing Division, Office of Programme Planning, Budget and Accounts; which has no regular budget posts; Accounts Division, Office of Programme Planning, Budget and Accounts; Operational Services Division, Office of Human Resources Management; Specialist Services Division, Office of Human Resources Management; Medical and Employee Assistance Division, Office of Human Resources Management; Office of Security Coordinator, Office of Conference and Support Services; Purchase and Transportation Division, Office of Conference and Support Services; Electronic Services Division, Office of Conference and Support Services; Buildings and Commercial Services Division, Office of Conference and Support Services.

Funding options

28. The Secretary-General is of the view that the current funding methodology should be changed. The reliance on a formula which uses a percentage of the cost of the civilian staff component of peace-keeping operations or even a percentage of the total cost of all peace-keeping operations will lead to volatile changes in income to the support account should there be similar changes to peace-keeping operation requirements. Therefore, even if the formula percentage can be revised upwards sufficiently at this time to generate enough income for the support account to finance the estimated expenditure requirements for backstopping for the 12-month period from 1 July 1996, it is the Secretary-General's conclusion that based on past experience it has been clearly demonstrated that the current funding methodology does not reflect the actual backstopping capacity required and does not provide an adequate and predictable annual level of resources to meet the minimum backstopping requirements at Headquarters.

29. The Secretary-General has also examined as an option, expanding the current methodology and adjusting the funding formula to take into account additional factors such as the military and/or the civilian police components of missions. However, the end-result of such an option would not address the volatility issue and other weaknesses of the current methodology and formula, in particular, the inability to take into account and finance backstopping of completed and closed missions.

30. The Secretary-General therefore recommends, as the most practical and logical alternative approach, that once the General Assembly has discussed and approved the minimum requirements for backstopping activities at Headquarters for the 12-month fiscal periods ending 30 June of the following year, it should then appropriate the related resources, which should be assessed on the same scale as that used for peace-keeping assessments. Any unencumbered balance would be reported to Member States. In this connection, it is noted that under the current arrangements, Headquarters backstopping requirements are being financed within the individual peace-keeping budgets, which are assessed on the peace-keeping scale. Under the proposed arrangements they would be separately identified and financed and, therefore, more transparent.

31. Review and approval of the budgetary requirements for backstopping activities at Headquarters in subsequent years would be based on actual workload experience of the backstopping requirements of the prior year and projected workload for the next year, taking into account the number, scope, scale and complexity of active, completed and closed peace-keeping missions supported. Such reviews will take place in conjunction with the annual review and approval of peace-keeping budgets in conformity with the new budgetary cycle for peace-keeping operations. The Secretary-General strongly believes that adoption of this approach would provide the Secretariat with the adequate, assured and predictable annual level of resources necessary to meet the minimum backstopping requirements at Headquarters, which the current funding methodology and formula has not. It would also facilitate the Secretariat's ability to attract, recruit and retain the best-qualified personnel for backstopping functions. Finally, adoption of this approach would eliminate the present need to include in each of the peace-keeping budgets resource provision for the support account

representing the results of applying the current funding methodology and formula.

V. SUPPORT ACCOUNT REQUIREMENTS FOR THE PERIODS FROM 1 JANUARY TO 30 JUNE 1996 AND FROM 1 JULY 1996 TO 30 JUNE 1997

1 January to 30 June 1996

32. As will be recalled, in paragraphs (b) (i) and (ii) of its decision 50/473 of 23 December 1995, the General Assembly approved the establishment of a support account temporary post at the Under-Secretary-General level for the position of Special Adviser to the Secretary-General and extended to 31 March 1996 the 61 temporary posts converted from general temporary assistance as authorized in paragraph 12 of resolution 49/250. Thus, the total authorized support account staffing establishment up until 31 March 1996 is 408 posts.

33. The Secretary-General notes that the known backstopping workload requirements will not immediately decline from their current level during the next three months (April to June 1996). Moreover, time is required during this period to implement the changes resulting from his comprehensive review that would produce the reduced staffing level proposed for the period from 1 July 1996 to 30 June 1997. In order to permit an orderly transition, the Secretary-General requests that the General Assembly approve continuation from 1 April to 30 June 1996 of the 61 temporary posts it had authorized in paragraph 12 of resolution 49/250 and paragraph (b) (ii) of decision 50/473, and the consequential maintenance of the currently authorized total support account staffing establishment level of 408 posts up to 30 June 1996.

34. As shown in table 8 below, the cost of maintaining these 408 support account posts for the six-month period from 1 January to 30 June 1996 is estimated at $14,281,900, including general temporary assistance and overtime requirements. In addition, provision has to be made for non-post requirements amounting to $1,809,600. On that basis, total support account expenditure requirements for the six-month period from 1 January to 30 June 1996 are estimated at $16,091,500. This amount ($16,091,500) includes $8,878,200 for the three-month period from 1 January to 31 March 1996 already authorized by the General Assembly (decision 50/473, paras. (b) (ii) and (iii)) for maintenance of the current staffing establishment of 408 posts ($7,938,200) and overtime ($40,000), as well as non-post items ($900,000 for common services).

Table 8. Estimated support account requirements for the periods from 1 January to 30 June 1996 and from 1 July 1996 to 30 June 1997

	1 January to 30 June 1996	1 July 1996 to 30 June 1997
Staff costs		
For 408 posts	14 151.9 a/	-
For 355 posts b/	-	27 505.6 b/ d/
General temporary assistance	50.0	260.0
Overtime	80.0	210.0
Subtotal (staff)	14 281.9	27 975.6
Non-post items		
Travel	60.0	120.0
Training	189.5	500.0
Common services	1 560.1	2 750.8
Subtotal (non-post)	1 809.6	3 319.2
Total	16 091.5 c/	31 346.4 d/

a/ Reflects current post incumbency.

b/ Includes pending proposal for transfer of 26 posts from the support account to the regular budget.

c/ Includes $8,878,200 for maintenance of the current staffing establishment of 408 posts ($7,938,200) and overtime ($40,000), as well as non-post items ($900,000 for common services) already authorized by the General Assembly (decision 50/473, paras. (b) (ii) and (iii)).

d/ Net of staff assessment ($5,889,800).

35. The Secretary-General recommends that the total requirement of $16,091,500 for the periods from 1 January to 31 March 1996 ($8,878,200), previously authorized by the General Assembly in its decision 50/473, and from 1 April to 30 June 1996 ($7,213,300) be met from the combined total of the income for the six-month period from 1 January to 30 June 1996 generated by the last-time use of the current funding methodology and formula (some $11.6 million), plus transfer from the operating reserve (some $4.7 million), less deduction of some $145,000 to cover the 1995 operating deficit.

1 July 1996 to 30 June 1997

36. On the basis of the outcome of his comprehensive review (see paras. 24-26, table 7 and annexes), the Secretary-General estimates backstopping requirements at Headquarters at $37,236,200 gross, or $31,346,400 net of staff assessment, for the 12-month period from 1 July 1996 to 30 June 1997 (see table 8). Of this net estimate ($31,346,400), $27,505,600 represents the cost of a Headquarters backstopping staffing establishment of 355 posts (including provision of $260,000 for general temporary assistance and $210,000 for overtime). This proposed staffing establishment of 355 posts is 53 posts, or 13 per cent, less than the authorized staffing establishment for 1995 and the first six months of 1996 (408 posts). The balance of the estimate, $3,370,800, is for related non-post items and would provide for travel of staff ($120,000), training ($500,000) and common services ($2,750,800) requirements. This requested non-post estimate of $3,370,800, which is less than the amount approved for 1995, reflects lower requirements under common services.

37. In line with the discussion in paragraphs 28 and 29 on funding options and the conclusion reached in paragraphs 30 and 31 above, the Secretary-General recommends that the General Assembly approve the minimum Headquarters backstopping requirements for the 12-month period from 1 July 1996 to 30 June 1997 in the amount of $37,236,200 gross ($31,346,400 net), to be appropriated and assessed on the same scale as that used for peace-keeping assessments. Any unencumbered balance would be reported to Member States. In this connection, it is noted that if the General Assembly approves the Secretary-General's pending request to transfer 26 support account posts to the regular budget (see para. 6 above), necessary adjustments would be made to the minimum Headquarters backstopping resource requirements indicated in table 8 above.

38. In the interim, the Secretary-General's individual annualized (1 July 1996 to 30 June 1997) budget reports under preparation on each of the ongoing peace-keeping missions no longer contain any resource provision for the support account.

VI. ACTION TO BE TAKEN BY THE GENERAL ASSEMBLY

39. The General Assembly, at its resumed fiftieth session may wish to:

(a) Take note of the Secretary-General's position that three elements (permanent core capacity; variable capacity to support ongoing missions and additional capacity to support the liquidation of completed missions) are essential to the effective coverage of backstopping functions at Headquarters; that the core capacity should be funded from the regular budget; and that the variable and additional capacity should be funded from the support account (paras. 3-5);

(b) Take note of the results of the Secretary-General's comprehensive review of backstopping requirements at Headquarters in the light of the changing requirements for and the nature of backstopping of peace-keeping operations (paras. 24-26, table 7 and annexes);

(c) Authorize, for the period from 1 April to 30 June 1996, continuation of the 61 temporary posts converted from general temporary assistance for a total Headquarters backstopping staffing establishment of 408 posts and related non-post requirements in the amount of $7,213,300 (paras. 32-34 and table 8); and for the last time, the financing of this amount on the basis of the current support account funding methodology and formula (para. 35);

(d) Approve, commencing 1 July 1996, in conformity with the new budgetary cycle for peace-keeping operations, a new funding arrangement for the backstopping of peace-keeping operations at Headquarters, i.e., once the General Assembly has discussed and approved the minimum requirements for backstopping activities at Headquarters for the 12-month fiscal period ending 30 June of the following year, the Assembly should then appropriate the related resources, which should be assessed on the same scale as that used for peace-keeping assessments. Any unencumbered balance would be reported to Member States (paras. 30, 31 and 37);

(e) Pending the decision on the transfer of the 26 support account posts to the regular budget, to authorize, for the period from 1 July 1996 to 30 June 1997, on the basis of (d) above, the Headquarters backstopping staffing establishment of 355 posts and related non-post requirements in the total amount of $37,236,200 gross ($31,346,400 net) (para. 37, tables 7 and 8 and annexes).

Notes

1/ Official Records of the General Assembly, Fiftieth Session, Supplement No. 6 (A/50/6), vol. I, para. 39; and ibid., vol. II, para. 26B.29.

ANNEX I

A. Proposed distribution of posts for the period from 1 July 1996 to 30 June 1997

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Department of Peace-keeping Operations										
Office of the Under-Secretary-General										
Current a/			1	1		1		1	6	10
Proposed			1	1		1		1	5	9
Change									(1)	(1)
Military Adviser's Office										
Current									2	2
Proposed			1						2	3
Change			1							1
Situation Centre										
Current			1	1	5	5			2	14
Proposed			1	1	2	5			2	11
Change					(3)					(3)
Policy and Analysis Unit										
Current					1				1	2
Proposed					1				1	2
Change										0

/...

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Executive Office										
Current				1		1		1	4	7
Proposed				1	1	1		1	4	8
Change					1					1
Office of Operations										
Office of the Assistant Secretary-General										
Current							1		2	3
Proposed									1	1
Change							(1)		(1)	(2)
Africa Division										
Current					4	1			3	8
Proposed					3				2	5
Change					(1)	(1)			(1)	(3)
Asia and Middle East Division										
Current			1		3	1			4	9
Proposed			1		2	1			3	7
Change					(1)				(1)	(2)
Europe and Latin America Division										
Current				2	1				4	7
Proposed				2	1				3	6
Change									(1)	(1)

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Office of Planning and Support										
Office of the Assistant Secretary-General										
Current									1	1
Proposed									2	2
Change									1	1
Planning Division										
Current			1	3	9	4			7	24
Proposed				3	1	1			7	12
Change			(1)		(8)	(3)				(12)
Field Administration and Logistics Division										
Office of the Director										
Current					1	1			3	5
Proposed					1				3	4
Change						(1)				(1)
Financial Management and Support Service										
Current			1	2	5	10	1	1	19	39
Proposed			1	2	5	6	1	1	16	32
Change						(4)			(3)	(7)
Personnel Management and Support Service										
Current			1	1	4	4	2	2	36	50
Proposed			1	2	4	4	2	2	37	52
Change				1					1	2

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Logistics and Communications Service										
Current			1	2	13	10	1	2	37	66
Proposed			1	5	12	8		2	35	63
Change				3	(1)	(2)	(1)		(2)	(3)
Department of Peace-keeping Operations total b/										
Current			7	13	46	38	5	7	131	247
Proposed			7	17	33	27	3	7	123	217
Change			0	4	(13)	(11)	(2)		(8)	(30)
Department of Administration and Management										
Office of the Under-Secretary-General										
Financial Management Office										
Current					2	1			5	8
Proposed					2	1			4	7
Change									(1)	(1)
Office of Programme Planning, Budget and Accounts										
Peace-keeping Financing Division										
Current		1	1	3	9	8		1	17	40
Proposed		1	1	3	9	6		1	14	35
Change						(2)			(3)	(5)
Accounts Division										
Current				1	4	8	1		9	23
Proposed				1	3	6	1		8	19
Change					(1)	(2)			(1)	(4)

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Office of Human Resources Management										
Operational Services Division										
Current					4	1			10	15
Proposed					3	1			5	9
Change c/					(1)				(5)	(6)
Medical and Employee Assistance Division										
Current				1	1	1			4	7
Proposed				1	1				3	5
Change						(1)				
Office of Conference and Support Services										
Office of the Security Coordinator										
Current					1					1
Proposed					1					1
Change										
Purchase and Transportation Division										
Current			1	1	8	9			19	38
Proposed			1	1	8	9			18	37
Change									(1)	(1)
Electronic Services Division										
Current							1		3	4
Proposed							1		2	3
Change									(1)	(1)

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Mail Operations										
Current									5	5
Proposed									3	3
Change									(2)	(2)
Division of Administration and Management total d/										
Current		1	2	6	29	28	2	1	72	141
Proposed		1	2	6	27	23	2	1	57	119
Change					(2)	(5)			(15)	(22)
Office of Inspections and Investigations										
Audit and Management Control Division										
Current				1	6	3			1	11
Proposed					6	2			1	9
Change				(1)		(1)				(2)
Executive Office of the Secretary-General										
Current	1	1		1	1				1	5
Proposed	1	1		1					1	4
Change					(1)					(1)
Office of Legal Affairs										
General Legal Division										
Current				1	1	1				3
Proposed				1	1	1				3
Change										

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Advisory Committee on Administrative and Budgetary Questions e/										
Current				1						1
Proposed				1	1				1	3
Change					1				1	2
Total										
Current	1	2	9	23	83	70	7	8	205	408
Proposed	1	2	9	26	68	53	5	8	183	355
Change			0	3	(15)	(17)	(2)		(22)	(53)

a/ Reflects the current distribution of posts and takes into account the redeployments which have been made and are shown in annex 1.B.

b/ Includes seven posts redeployed to the Department of Peace-keeping Operations from the Office of Human Resources Management (one P-4, one P-3, and four General Service) and the Executive Office of the Department of Administration and Management (one General Service) (Note: during 1995, one P-4 and one General Service post were redeployed from the Office of Human Resources Management to the Department of Peace-keeping Operations during the initial implementation of the delegation of authority from the Office of Human Resources Management to the Department of Peace-keeping Operations.) Also includes pending proposal for transfer from the support account to the regular budget of 19 posts for the Department of Peace-keeping Operations (one D-1, eight P-5, two P-3, one General Service (Principal level) and eight General Service (Other levels).

c/ Includes redeployment of six posts (one P-4, one P-3, 4 General Service) from the Operational Services Division, Office of Human Resources Management to the Personnel Management and Support Service, Office of Planning and Support, Department of Peace-keeping Operations in connection with the delegation of authority from the Office of Human Resources Management to the Department of Peace-keeping Operations.

d/ Includes pending proposal for transfer from the support account to the regular budget of seven posts for the Peace-keeping Financing Division (one D-2, one D-1, one P-5, one P-4, one General Service (Principal level and two General Service (Other levels).

e/ One half of the cost of one P-5 is financed from reimbursement for support to extrabudgetary administrative structures.

/...

B. Current redeployment of posts

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Department of Peace-keeping Operations										
Office of the Under-Secretary-General					(1)			1	2	2
Military Adviser's Office			(1)			(1)			1	(1)
Situation Centre			1			1			(3)	(1)
Policy and Analysis Unit					1		1		1	3
Executive Office a/						1		1	3	5
						1	1	2	4	8
Office of Operations										
Office of the Assistant Secretary-General									1	1
Africa Division			(1)	(1)		1			1	
Asia and Middle East Division			1	(1)	(1)					(1)
Europe and Latin America Division			(1)	2	(2)	(1)				(2)
			(1)		(3)				2	(2)
Office of Planning and Support										
Office of the Assistant Secretary-General									1	1
Planning Division			1			(1)			(1)	(1)
Mission Planning Service				(1)	3	(1)		(2)	(5)	(6)
Civilian Police Unit					(1)					(1)
Demining Unit					1					1
Training Unit										
			1	(1)	3	(2)		(2)	(6)	(7)
Field Administration and Logistics Division										
Office of the Director			(1)	(1)	(2)	(1)		(1)	(5)	(11)
Financial Management and Support Service										
Office of the Chief					1	1				3
Claims and Information Management Section				1	2	3	1		6	13

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Financial Support Section					2	5		1	1	18
Financial Management Section					(1)	(3)		(1)	(8)	(13)
Financial Planning Section					(1)	(2)	(1)	(1)	(5)	(1)
Review and Analysis Section					(1)	(2)	(1)		(4)	(8)
				2	2	2	(1)	(1)	(1)	3
Logistics and Communications Service										
Office of the Chief				(1)	1	1			(1)	
Supply Section					(1)				(4)	(5)
Engineering Section					(1)	(1)			(3)	(5)
Transport Section				1			(1)		(1)	(1)
Electronic Services Section					1			1	3	5
Logistics Operations Section						(1)	(1)			(2)
						(1)	(2)	1	(6)	(8)
Personnel Management and Support Service										
Office of the Chief			1	(1)	1		1			2
Administration and Records Section				1		(1)	1		6	7
Staffing Support Section					(1)	2		1	6	8
			1			1	2	1	12	17
Department of Administration and Management										
Financial Management Office										
Treasury										
Executive Office b/									(1)	(1)
Office of Programme Planning, Budget and Accounts										
Peace-keeping Financing Division										
Accounts Division										
Office of Human Resources Management										
Operational Services Division										

	USG	D-2	D-1	P-5	P-4	P-3	P-2	G-7	General Service	Total
Specialist Services Division										
Medical and Employee Assistance Division										
Office of Conference and Support Services										
Office of the Security Coordinator										
Purchase and Transportation Division										
Electronic Services Division										
Buildings Management Service										
									(1)	(1)
Office of Inspections and Investigations										
Audit and Management Control Division										
Executive Office of the Secretary-General										
Office of Legal Affairs										
General Legal Division										
Advisory Committee on Administrative and Budgetary Questions a/										
Total										

a/ Includes one General Service post redeployed from the Executive Office of the Department of Administration and Management.

b/ Redeployed to the Executive Office of the Department of Peace-keeping Operations.

ANNEX II

Information on the revised Headquarters backstopping support requirements for the period from 1 July 1996 to 30 June 1997

1. The revised resource requirements referred to in paragraphs 36 and 37 of the main report for each of the departments/offices that provides support to peace-keeping operations are indicated below as well as information on total staff resources in each department/office. Annex III to the present document provides workload indicators, and the organizational structure is provided in annex IV with summary information on total staff resources.

I. POST REQUIREMENTS

A. Department of Peace-keeping Operations

2. The Department of Peace-keeping Operations is responsible for the overall management, direction and coordination of all peace-keeping activities, including those related to the planning, implementation and liquidation of peace-keeping operations. It formulates policies and procedures for operational aspects of peace-keeping activities, particularly as they relate to logistics and communications; develops guidelines, manuals, training materials and directives for different components of peace-keeping operations; and provides operational guidance and technical advice for the conduct of peace-keeping operations in the field.

3. The Department is also responsible for collection of data and research analyses on emergent policy questions; the conduct of needs-assessments and fact-finding missions; monitoring and analysis of developments; the collection of data and information on local conditions, events and trends in the peace-keeping area of operations and on activities undertaken by other organizations in the area of peace-keeping; the maintenance and updating of databases; and the evaluation and analysis of all aspects of peace-keeping operations to draw lessons for improved planning, implementation and liquidation. It maintains liaison with Member States and intergovernmental, regional and non-governmental bodies and ensures coordination within the United Nations system.

4. On the basis of the comprehensive review that has been undertaken, it is proposed to provide the Department with 217 posts for funding under the support account. These represent a reduction of 34 posts (13 P-4, 11 P-3, 2 P-2 and 8 General Service) offset by the proposed establishment of four additional P-5 posts for a net reduction of 30 from the previous level of 247. The 19 posts proposed for funding under the regular budget are included in these 217 posts. It also includes the redeployment of eight posts (2 P-4, 1 P-3 and 5 General Service) from the Office of Human Resources Management relating to the delegation of authority on personnel matters, and one General Service post from the Executive Office of the Department of Administration and Management. In addition, the Department of Peace-keeping Operations has 55 posts from the regular budget (1 USG, 2 ASG, 4 D-2, 5 D-1, 5 P-5, 7 P-4, 4 P-3, 7 P-2/1 and 20 General Service (Other levels)), 4 from extrabudgetary funds (1 P-4, 2 P-3 and

1 General Service), and 122 military officers (gratis military officers) on loan from Governments. On the basis of information furnished by the Department, the grade equivalents of these 122 gratis military officers would be as follows: 1 D-1, 2 P-5, 46 P-4, 48 P-3, 13 P-2 and 12 General Service, including one at the Principal level.

5. The distribution of these 276 posts and 122 military officers is indicated below and includes the proposed regularization of temporary redeployments made in response to operational requirements.

1. Office of the Under-Secretary-General

6. In addition to the Office of the Under-Secretary-General, this unit includes the Military Adviser's Office, the Situation Centre, the Policy and Analysis Unit and the Executive Office.

7. There are three regular budget posts (1 USG, 1 P-2 and 1 General Service) in the immediate Office of the Under-Secretary-General. Nine additional posts (1 D-1, 1 P-5, 1 P-3 and 6 General Service, including 1 at the Principal level) from the support account are proposed, including the redeployment of one General Service post.

Military Adviser's Office

8. The Military Adviser (D-2) advises the Secretary-General, through the Under-Secretary-General for Peace-keeping Operations, on the military implications of United Nations resolutions and on plans and proposals for operations in the field. The Military Adviser also advises Force Commanders on the implications of those plans and proposals, provides guidance and supervision on military matters to the military officers in the Department and serves as head of the Planning Division.

9. A total of six posts are proposed for this Office, comprising three from the regular budget (1 D-2, 1 P-5 and 1 General Service) and three from the support account (1 D-1 and 2 General Service). In addition, seven gratis military officers (five of which are non-commissioned officers) are assigned to this Office.

Situation Centre

10. The Situation Centre is comprised of a Duty Room (operating 24 hours a day), a Management Team and an Information and Research Unit. It maintains communications links with all missions, serving as a point of contact and information on a 24-hour-a-day basis; it solicits, expedites and summarizes incoming information, and, as required, complements and amplifies these for distribution to senior departmental officers; undertakes daily briefings for senior staff; and maintains a crisis management task force.

11. Eleven posts are proposed from the support account for the Centre, including the regularization of the temporary redeployment of one D-1 post from the Europe and Latin America Division. This redeployment was effected to

accommodate the recruitment of the Chief of the Centre in September 1993 at the D-1 level. In the meantime, the functions associated with the post relating to the former Yugoslavia in the Europe and Latin America Division had been assumed by an officer from outside the Division.

12. The proposed staffing would provide a Chief (D-1), a Deputy (P-5), 12 Duty Officers (2 P-4, 2 P-3 and 8 gratis military officers, 6 research officers (3 P-3 and 3 gratis military officers) and 4 support staff (2 General Service and 2 gratis military officers).

Policy and Analysis Unit

13. The Unit provides in-depth research and analysis of emerging policy questions and coordinates with other organizational units within the Department in the formulation of peace-keeping policies and procedures. The Unit is also responsible for servicing the Special Committee on Peace-keeping Operations and various other ad hoc intergovernmental committees on issues relating to peace-keeping.

14. In addition to its one regular budget post (P-2), two posts (1 P-4 and 1 General Service) are proposed from the support account.

Executive Office

15. The Executive Office is responsible for the provision of standard departmental administrative support in the finance/budget areas, departmental recruitment and personnel administration, acquisition of goods and services and general administration.

16. Nine posts are proposed, including one P-4 from the regular budget and eight from the support account (1 P-5, 1 P-4, 1 P-3 and 5 General Service, including 1 at the Principal level). These would provide for an Executive Officer (P-5), a Systems Analyst (P-4), two Administrative Officers (1 P-4 and 1 P-3), four Administrative Assistants (4 General Service) and one electronic data-processing assistant (General Service).

2. Office of Operations

17. The Office of Operations consists of the Office of the Assistant Secretary-General and three Divisions organized along regional lines: Africa, Asia and Middle East, and Europe and Latin America. It is responsible for the executive direction of peace-keeping operations. It deals with the parties to the conflict, members of the Security Council and troop contributors, as well as relevant regional organizations, including the North Atlantic Treaty Organization (NATO), the Organization of African Unity (OAU), the Organization of American States (OAS), etc. It discharges the Secretary-General's reporting obligations to the relevant organs of the United Nations. It also deals with substantive aspects of overall peace-keeping policy. The Office cooperates closely with the Office of Planning and Support, contributing on substantive issues to the work of the Planning Division and the Field Administration and Logistics Division. It contributes to the work of the Policy and Analysis Unit

and the Lessons Learned Unit and coordinates with the Department of Political Affairs, the Department of Humanitarian Affairs, the Office of Legal Affairs, the Department of Public Information, as well as the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees and other agencies, as appropriate.

18. Responsibility for each peace-keeping operation is assigned to a "desk" which may comprise one or more officers, supported by one or more military mission officers. In general, desk officers and military mission officers deal with day-to-day operational and related political issues that affect the mandate and conduct of operations, as well as a broad range of other issues, which include military, logistical, administrative, humanitarian, electoral and legal issues.

19. A total of 36 posts is proposed for this Office, 18 from the support account and 18 from the regular budget. This represents a reduction of 8 posts from the current 26 posts from the support account. These are distributed as indicated below.

Office of the Assistant Secretary-General (Operations)

20. The Assistant Secretary-General supervises and directs the regional divisions and provides the executive and political direction of peace-keeping operations; assists the Under-Secretary-General in the elaboration and execution of policies and procedures (both political and administrative) for the overall implementation of the substantive work of the Department of Peace-keeping Operations in general and the Office of Operations in particular; maintains contact with the parties to the conflict, members of the Security Council and troop-contributing countries; coordinates with the heads of other departments and offices; and participates in the Secretary-General's Task Force on United Nations Operations.

21. Five posts, four from the regular budget (1 ASG, 1 P-5, 1 P-3 and 1 General Service) and one General Service post from the support account, would provide for a special assistant (P-5), a political affairs officer (P-3) and two General Service staff to provide general secretarial assistance to the Office. Two posts (1 P-2 and 1 General Service) have been suppressed.

Africa Division

22. The Africa Division is responsible for the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Assistance Mission for Rwanda (UNAMIR), the United Nations Angola Verification Mission (UNAVEM) and the United Nations Observer Mission in Liberia (UNOMIL). A total of 13 posts, of which 8 are regular budget posts (1 D-2, 2 D-1, 1 P-4 and 4 General Service) and 5 are from the support account (3 P-4 and 2 General Service) are proposed for this Division. Three posts (1 P-4, 1 P-3 and 1 General Service) have been suppressed.

Asia and Middle East Division

23. This Division is responsible for the United Nations Disengagement Observer Force (UNDOF), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Iraq-Kuwait Observation Mission (UNIKOM), the United Nations Peace-keeping Force in Cyprus (UNFICYP), the United Nations Mission of Observers in Tajikistan (UNMOT), the United Nations True Supervision Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP). A total of 10 posts, 3 from the regular budget (1 D-2, 1 P-5 and 1 P-3) and 7 support account posts (1 D-1, 2 P-4, 1 P-3 and 3 General Service) are proposed for this Division. A reduction of one General Service post has been made.

Europe and Latin America Division

24. This Division is responsible for the United Nations Mission for the Verification of Human Rights and of Compliance with the Commitments of the Comprehensive Agreement on Human Rights in Guatemala (MINUGUA), the United Nations Mission in Haiti (UNMIH), the United Nations Mission in Bosnia and Herzegovina (UNMIBH), the United Nations Preventive Development Force (UNPREDEP), the United Nations Transitional Administration for Eastern Slavonia and Western Sirmium (UNTAES) and the United Nations Observer Mission in Georgia (UNOMIG). Nine posts are proposed for this Division, including three from the regular budget (1 D-1, 1 P-4 and 1 P-3) and six from the support account (2 P-5, 1 P-4 and 3 General Service). One General Service post has been suppressed.

25. The three Divisions above are assisted by eight military mission officers who monitor military developments in the mission area, provide advice on military questions, such as standard operating procedures, deployment of contingents and their equipment and military observers, and serve as liaison with permanent missions of troop-contributing Governments on matters relating to their military units and personnel.

26. The workload is determined by the number and complexity of active peace-keeping operations, of which there are currently 16 in the field. Of these, one (UNAMIR) is expected to be terminated and another (UNMIH) is to be continued with an amended mandate. Peace-keeping operations differ widely in complexity and workload and cannot be captured in a single formula. For example, while there is a general correlation between the number of troop-contributors and workload, a single troop-contributor may be the focus of more attention than all others combined by virtue of its national requirements or its role in the mission. Moreover, the level of activity is uneven, depending on political or military developments. Some operations are in a constant state of crisis and change, others are affected by recurrent crises. Even normally stable missions go through periods of intense activity. Nor can the workload of the Office be measured in terms of its output, since the most relevant part of its efforts are not quantifiable.

27. A further reduction of posts would require the Office to deal with only the most urgent and important matters, that is, matters that have a direct effect on an operation's ability to implement its mandate, crises (e.g. hostilities) and matters that affect the Organization's relations with Governments. The capacity for innovation and conceptual development, including the development of a peace-

keeping doctrine, would be further reduced. Monitoring and supervision of the work in the field (the control element of command and control) would suffer and coordination with other departments would be weakened.

3. Office of Planning and Support

28. The Office of Planning and Support consists of the Office of the Assistant Secretary-General, the Planning Division and the Field Administration and Logistics Division. A total of 198 posts is proposed for this Office comprising 27 from the regular budget (16 Professional and above and 11 General Service), 4 from extrabudgetary sources (3 Professional and 1 General Service) and 167 from the support account (60 Professional and 107 General Service). In addition, 95 gratis military officers are assigned to this Office, bringing the total strength to 293.

Office of the Assistant Secretary-General (Planning and Support)

29. The Assistant Secretary-General plans, directs and manages the work of the units responsible for field administration, logistics and plans. The incumbent serves as the principal adviser to the Under-Secretary-General on all matters relating to the planning and support of field missions, including personnel, finance, logistics and delivery of supplies, equipment and services, engineering, in-theatre communications, office automation as well as coordination of training seminars and workshops for civilian police, demining and the military aspects of United Nations peace-keeping. Four posts are proposed for this Office, two from the regular budget (1 ASG and 1 P-5) and two General Service posts from the support account. One gratis miliary officer is assigned to this Office, bringing the total strength to five.

Planning Division

30. The Planning Division is headed by the Military Adviser. Its day-to-day operations are overseen by the Deputy Military Adviser. A total strength of 20 posts, following a reduction of 11 posts (8 P-4 and 3 P-3), is proposed for this Division, comprising 4 posts from the regular budget (1 D-1, 1 P-4 and 2 General Service), 4 from extrabudgetary sources (1 P-4, 2 P-3 and 1 General Service) and 12 from the support account (3 P-5, 1 P-4, 1 P-3 and 7 General Service). In addition, 35 gratis military officers, 3 of which are non-commissioned officers, are also assigned to this Division, bringing its effective strength to 55.

31. Its responsibilities are to define the operational and logistic concept of new peace-keeping operations and the changes in concept based on revised mandates for existing operations; to develop plans as a basis for the cohesive execution and the efficient integration of political, military and humanitarian aspects in overall peace-keeping mission plans; to develop planning concepts, procedures and methods and practical procedures for applying them to concrete situations; to develop the stand-by arrangements system in order to increase United Nations responsiveness to crises; to analyse and assess information gathered from ongoing and closed missions in order to draw lessons learned for future and ongoing operations; to develop, through analysis of the situation in potential conflict areas, contingency plans for possible missions; to prepare

and organize a nucleus stand-by Headquarters capacity to be deployed in the start-up phase of a new mission; and to provide input for strategic guidance to the Head of the Planning Division.

32. The Division is organized into the following discrete functional units: the Mission Planning Service, the Civilian Police Unit, the Demining Unit, the Lessons Learned Unit, the Medical Support Unit and the Training Unit.

Field Administration and Logistics Division

33. The Field Administration and Logistics Division provides administrative and logistic support to the Organization's peace-keeping and other field missions. A total of 174 posts are proposed for this Division, comprising 23 from the regular budget (12 Professional and above and 11 General Service) and 151 from the support account (55 Professional and above and 96 General Service, including 5 at the Principal level). These 151 posts include 5 additional P-5 posts (the proposed redeployment of 1 P-5 post from the substantive side of the Department of Peace-keeping Operations, 3 upward reclassifications to P-5 and the establishment of 1 additional P-5 post), the redeployment of 8 posts (1 P-4, 1 P-3 and 6 General Service) from the Office of Human Resources Management and reduction of 11 posts (1 P-4, 6 P-3, 2 P-2 and 2 General Service). In addition, 59 gratis military officers are assigned to this Division, bringing its total strength to 233.

Office of the Director

34. The Office of the Director provides the central coordination of all activities of the Division and is the focal point for liaison with other Departments of the Secretariat and representatives of Member States. Eight posts are proposed for this Office comprising four from the regular budget (1 D-2, 1 D-1, 1 P-3 and 1 General Service) and four from the support account (1 P-4 and 3 General Service), including the suppression of one P-3 post.

Finance Management and Support Service

35. The Finance Management and Support Service acts as the coordinating office for resource planning, financial management and liquidation support to field missions. The Service provides day-to-day financial management support to peace-keeping and other field missions and is also responsible for the review and verification of all claims relating to peace-keeping operations, including claims from troop-contributing countries in respect of supplies and services, death and disability, and reimbursement of contingent-owned equipment. It also acts as focal point for audit and internal control issues relating to field missions.

36. The Finance Management and Support Service has been reorganized into three organizational units: an Office of the Chief, a Financial Support Section and a Claims and Information Management Section. Thirty-eight posts are proposed for the Service, comprising six from the regular budget (1 P-5, 1 P-4, 1 P-2 and 3 General Service) and 32 from the support account (1 D-1, 2 P-5, 5 P-4, 6 P-3, 1 P-2 and 17 General Service, including 1 at the Principal level) following a reduction of seven posts (4 P-3 and 3 General Service). This includes the

proposed redeployment of one P-5 post from the substantive side of the Department of Peace-keeping Operations. A "Liquidation Team", comprising one finance officer (P-3) and a finance assistant (General Service), to supervise and coordinate tasks relating to liquidation of missions has been included. These are distinct from the technical staff funded from the budgets of liquidating missions. In addition, 20 gratis military officers are assigned to the service for an effective strength of 58.

Logistics and Communications Service

37. The Logistics and Communications Service provides for the movement and maintenance of forces; transportation by air, land and sea; communications and office automation; and food and health services to all field operations. It identifies requirements, generic specifications and methods of supply; undertakes the preparation, processing and submission of requisitions for the acquisition of goods, supplies and services from commercial sources or from Member States under letter-of-assist arrangements; prepares and reviews technical and contractual specifications and proposals; provides technical advice to field missions; undertakes product research on commonly requisitioned items and carries out cost-benefit analyses; manages field mission stockholdings; and maintains a global inventory record.

38. The Logistics and Communications Service has five sections: Logistics Operations, Supply, Transport, Engineering and Electronics Services. It is proposed to provide this Service with 66 posts, 3 from the regular budget (1 P-4, 1 P-2 and 1 General Service) and 63 from the support account (1 D-1, 5 P-5, 12 P-4, 8 P-3 and 37 General Service, including 2 at the Principal level). This includes the proposed establishment of three additional P-5 posts offset by a reduction of six posts (1 P-4, 2 P-3, 1 P-2 and 2 General Service).

39. There are also 36 gratis military officers assigned to the Logistics and Communications Service, bringing its effective strength to 102.

Personnel Management and Support Service

40. The Personnel Management and Support Service is responsible for the provision of civilian personnel requirements of field missions. It ensures the proper application of the Organization's policies and procedures relating to the assignment, recruitment and administration of civilian personnel in peace-keeping and other field missions as appropriate; ensures the timely preparation of proposed staffing tables for new and expanded missions according to operational plans derived from Security Council decisions; ensures the timely provision of civilian personnel to field missions; and serves as a point of contract for information required by the Organization's intergovernmental and expert bodies, as well as representatives of Member States. The Service has two sections: Administration and Records Management, and Staffing Support.

41. Sixty-two posts are proposed for the Service comprising 10 from the regular budget (1 P-3, 3 P-2 and 6 General Service) and 52 from the support account (1 D-1, 2 P-5, 4 P-4, 4 P-3, 2 P-2 and 39 General Service, including 2 at the Principal level). This includes the redeployment of one D-1 post from the Office of the Director which had previously been approved for the position of

Head of Operations Officers Team, the establishment of one additional P-5 post and the redeployment of eight posts (2 P-4, 1 P-3 and 5 General Service) from the Office of Human Resources Management. Three gratis military officers are also assigned to this Service, for an effective strength of 65.

B. Department of Administration and Management

42. The Department of Administration and Management provides backstopping support functions to peace-keeping and other field missions in the financial, personnel, logistical and other administrative areas. The Department of Administration and Management, the Department of Peace-keeping Operations and other departments/offices, contribute to the common effort, each with clear and distinct responsibilities. The Department of Administration and Management is responsible for establishing and monitoring implementation of policies and procedures for financial, budgetary, personnel, procurement and other administrative aspects of peace-keeping operations.

43. A net reduction of 22 posts (2 P-4, 5 P-3 and 15 General Service), or 15.6 per cent of the current 141 would provide the Department of Administration and Management with 119 posts from the support account. This takes into account the redeployment of eight posts from the Office of Human Resources Management, which are additional to the previous redeployment of three posts (two from the Office of Human Resources Management and one from the Executive Office of the Department of Administration and Management), to the Department of Peace-keeping Operations.

1. Financial Management Office/Office of the Under-Secretary-General

44. Seven posts from the support account are proposed for the Financial Management Office and are distributed between the Contributions Service (1 P-4 and 1 General Service) and the Treasury (1 P-4, 1 P-3 and 3 General Service). This includes the suppression of one General Service post. The Financial Management Office has 18 regular budget posts (8 Professional and above and 10 General Service) and eight from extrabudgetary sources (4 Professional and above and 4 General Service).

45. The support account posts in the Contributions Service account for 25 per cent of the Professional posts, and 20 per cent of the General Service posts. The total posts assigned to the Service comprise four Professional and five General Service posts. The work of the Contributions Service includes: (a) the calculation of the assessments for each Member State for the regular budget and for each peace-keeping operation, as well as for treaty-based bodies for which the Secretary-General is obliged to provide services; (b) the issuance of assessment letters; (c) the recording of pledges to trust funds and the servicing of pledging conferences; (d) the receipt of contributions, whether assessed or voluntary, from Governments, the issuance of cash receipt vouchers and the recording of such contributions in the appropriate accounts; (e) regular reporting on assessed contributions received, including 12 monthly reports on the status of contributions (ST/ADM/SER.B series); 12 monthly lists of

outstanding contributions in descending order; 24 bimonthly summary reports on payments and outstanding contributions for the 15 major contributors; and daily reports, by account and Member State, of assessed contributions received; (f) the preparation of numerous ad hoc reports and responses to requests for information by the General Assembly, Member States and Secretariat units, as required; and (g) the preparation of reminder letters to Member States with outstanding contributions and, at year-end, of letters to those Member States likely to fall under Article 19 of the Charter in the following year.

46. The redefinition, streamlining or closing of certain peace-keeping operations foreseen for 1996 is not expected to result in any substantial reduction in the work related to peace-keeping operations performed in the Contributions Service. The amount of work involved in the calculation and production of an assessment is the same, irrespective of the dollar value of the assessment. The same is true of the receipt of contributions. Moreover, given the pattern of payment of assessed contributions, contributions remain payable and work related thereto is required long after an operation has been terminated. Even if the number of active peace-keeping operations declines in 1996, the only possible impact might be on the number of new assessments to be issued. Such a decline, however, will not be of a magnitude likely to affect the basic ratio of peace-keeping work to the total work of the Service.

47. The five posts in Treasury funded from the support account form part of its total staffing of 7 Professional and 10 General Service posts. The work of Treasury includes, inter alia, the following broad areas, which are directly affected by peace-keeping operations: (a) establishment and maintenance of bank accounts, including changes in signatory panels; (b) effecting payments, whether by cheque or wire transfer; (c) issuance and/or processing of cash receipt vouchers and cash vouchers; (d) purchase of foreign exchange; and (e) short-term investment of funds.

2. Office of Programme Planning, Budget and Accounts

Peace-keeping Financing Division

48. The Peace-keeping Financing Division is responsible for establishing and monitoring implementation of policy on all aspects of budgeting and financing of peace-keeping operations funded from special accounts. In consultation with the Department of Peace-keeping Operations and other concerned departments and offices, the Division is responsible for ensuring the development, application and use of a standard methodology and approach to the estimation of resource requirements for peace-keeping operations. It establishes policy and procedures relating to the use of approved resources allotted to programme managers. The Division also sets guidelines and establishes procedures regarding the acceptance and use of voluntary contributions for peace-keeping operations.

49. In this regard, the Peace-keeping Financing Division is responsible for obtaining and reviewing proposals from the individual mission administrations and the Department of Peace-keeping Operations, and subsequently preparing and submitting to the General Assembly the financing and related performance reports of the Secretary-General on all peace-keeping missions, as well as reports on

the financing of backstopping requirements at Headquarters funded from the support account. In addition, the Division is responsible for the preparation and/or clearance of other reports on administrative and budgetary aspects of the financing of peace-keeping operations. Once the reports are issued, the Division is responsible for presenting and defending the Secretary-General's financing proposals before meetings of the intergovernmental review bodies concerned, with the participation of the Department of Peace-keeping Operations and other departments and offices, as required.

50. The Peace-keeping Financing Division prepares, when needed, financial implications statements for insertion in or as addenda to the reports of the Secretary-General to the Security Council involving mandate or operational changes planned for ongoing missions or when new operations are envisaged.

51. Following General Assembly appropriation or commitment authority actions, the Peace-keeping Financing Division is responsible for issuing the requisite allotment advice to the mission administrations in the field and to the Department of Peace-keeping Operations at Headquarters and monitoring their utilization with a view to ensuring their proper and economical use.

52. The Peace-keeping Financing Division establishes policies and procedures relating to the utilization of financial allotments; monitors the cash-flow status of the special accounts for peace-keeping operations and recommends the short-term investment of cash not immediately required for each of the special accounts; reviews and recommends for payment or placement in accounts payable of amounts certified for reimbursement to Governments for settlement of their claims based on available cash-flow data; provides substantive services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly during their consideration of matters relating to the financing of peace-keeping activities; and liaises and consults with Governments regarding financial policy and practices in respect of peace-keeping operations.

53. Thirty-five posts are proposed for this Division following the suppression of five posts (2 P-3 and 3 General Service). The 7 core posts proposed for funding under the regular budget are included in the 35 mentioned above. These are distributed as follows: 4 in the Office of the Director (1 D-2, 1 P-4 and 2 General Service); 5 in the Policy and Standardization Unit (1 D-1, 1 P-4 and 3 General Service); 7 in the Africa Section (1 P-5, 2 P-4, 1 P-3 and 3 General Service); 9 in the Asia and Middle East Section (1 P-5, 2 P-4, 2 P-3 and 4 General Service); and 10 in the Europe and Latin America Section (1 P-5, 3 P-4, 2 P-3 and 4 General Service).

Accounts Division

54. Nineteen posts from the support account are proposed for this Division, following the suppression of four posts (1 P-4, 2 P-3 and 1 General Service). This Division maintains direct financial relationships with each mission, reviewing and preparing vouchers for all cash remittance requests and imprest accounts, processing large numbers of interoffice vouchers from around the world, approving all obligations at Headquarters for recording in the accounts and processing the growing volume of reimbursements for troop costs and

equipment to Member States. It reviews the accounts of each mission, prepares financial statements for each mandate period; responds to audit queries; and handles bank reconciliations for numerous individual peace-keeping bank accounts, as well as other peace-keeping transactions which must be batched, keypunched, and processed in the accounting system.

55. The Division provides various payroll services to all international staff, including those peace-keeping staff members on mission from the United Nations or from United Nations agencies, and is responsible for processing the large amount of disbursements related to peace-keeping activities. Its Insurance Section administers the Organization's health and life insurance coverage for peace-keeping staff and arranges third-party liability coverage for the vehicles, aircraft and other facilities utilized in connection with peace-keeping operations. It is responsible for installing, maintaining and enhancing the field accounting system, which is now used by peace-keeping missions for their accounting and payroll functions. For the five sections (Central Accounts, Disbursements, Operational Accounts, Systems Support and Insurance) concerned, the Division has 73 posts from the regular budget (24 Professional and 49 General Service, including 4 at the Principal level) and 35 from extrabudgetary sources (11 Professional and 24 General Service, including 4 at the Principal level).

3. Office of Human Resources Management

56. It is proposed to provide this Office with 14 posts from the support account to be distributed as follows: nine for the Operational Services Division (3 P-3, 1 P-3 and 5 General Service) and 5 for the Medical and Employee Assistance Division (1 P-5, 1 P-4 and 3 General Service). The 14 posts being proposed take into account the redeployment of 8 posts (2 P-4, 1 P-3 and 5 General Service) to the Department of Peace-keeping Operations from the Operational Services Division following the delegation of authority on personnel matters, as well as the reduction of two General Service posts. Available resources from other sources of funds are as follows: Operational Services Division - 62 posts (24 Professional category and above and 30 General Service from the regular budget; 7 Professional and 1 General Service from extrabudgetary sources); Medical and Employee Assistance Division - 33 posts (6 Professional and 16 General Service from the regular budget; 2 Professional and 9 General Service from extrabudgetary sources).

57. The Office of Human Resources Management is responsible for the classification of posts and for conducting salary surveys in mission areas. It is also responsible for the recruitment of replacement staff where very high short-term turnovers have been encountered; for the development of policies on personnel provided gratis on mission detail; as well as policies related to international contractual personnel; and for responses to numerous requests for advice and interpretation of the Staff Rules. It provides day-to-day medico-administrative functions to peace-keeping operations, including advice and assistance for medical evacuation/repatriation of United Nations staff, military observers, civilian police and United Nations troops, verification of medical bills whenever the Organization has to pay those bills, determining fitness for mission assignment of the civilian component and certification of sick leave.

The Office undertakes on-site assessment of the medical environment, actively participates in updating of medical standards and guidelines used in providing medical support and provides medical briefings for mission-readiness workshops. It plans, develops and delivers a broad range of employee assistance services for staff and their families in relation to peace-keeping missions, including mission-readiness workshops and psycho-social preparation.

4. Office of Conference and Support Services

Office of the Security Coordinator

58. It is proposed to maintain the one P-4 post for a security coordination officer from the support account for this Office, bringing its total strength to seven posts (one D-1, two P-4, one P-3 and three General Service). This is the only post in the United Nations system that has overall responsibility for coordinating the activities at peace-keeping missions relating to the security and safety of civilian personnel at such missions. The post is required to ensure a coherent response by the United Nations to any emergency situation.

Procurement and Transportation Division

59. Thirty-seven posts from the support account are proposed for this Division, representing a reduction by 1 General Service post from the 38 previously authorized for the Field Missions Procurement Service. Following the recommendations made by the High-level Expert Procurement Group, a thorough overhaul of the organization and management structure of the Purchase and Transportation Division was made. Its new structure is based on modern commodity-based procurement groupings. The anticipated closing and down-sizing of peace-keeping missions will not result in an immediate or short-term reduction in the current workload; on the contrary, the closing out of complex contracts, as well as the requirements of existing troops and civilians, will actually result in a substantial workload. The Division has 71 posts from the regular budget (16 Professional category and above and 55 General Service, including 2 at the Principal level), 5 General Service posts from extrabudgetary sources and 4 gratis military officers.

60. The Procurement and Transportation Division is the central purchasing arm of the Organization for the acquisition of a broad range of goods and services required by peace-keeping operations and other field missions for their day-to-day operations and sustainment. These are the goods and services that cannot be procured locally at the field mission level. The Division formulates policies and procedures; collects data and information on market conditions; develops a market (goods and services) database; collaborates with the Department of Peace-keeping Operations and the field missions; participates in needs assessment and technical survey missions; and assists in the training of personnel selected for procurement posts in field missions.

Mail Operations Unit/Buildings Management Service

61. Three General Service posts from the support account are proposed following the suppression of two General Service posts. The three posts will augment the

capacity of Mail Operations to handle communications traffic relating to peace-keeping missions, including coded messages, facsimile, cable, telex and diplomatic pouches. The section has 81 regular budget posts (1 P-2 and 80 General Service) and 19 posts from extrabudgetary sources (1 P-3 and 18 General Service).

Telecommunications Operations Section/Electronic Services Division

62. Three posts (1 P-3 and 2 General Service) from the support account are proposed for the Telecommunications Operations Section following the suppression of 1 General Service post. These posts provide services such as voice, cryptographic traffic and satellite circuit installation, thereby facilitating the ability of the Electronic Services Division to operate and maintain the global network supporting peace-keeping operations on a 24-hour basis. The Section has 26 posts from the regular budget (1 P-5 and 25 General Service) and 10 General Service posts from extrabudgetary sources.

C. Office of Internal Oversight Services

Audit and Management Consulting Division

63. Nine posts from the support account (6 P-4, 2 P-3 and 1 General Service), representing a reduction of 2 posts (1 P-5 and 1 P-3), are proposed. These would raise the Division's staffing strength of 65 posts to 74. Of the 65 posts, 41 are funded from the regular budget (29 Professional category and above, and 12 General Service, including 7 at the Principal level) and 24 from extrabudgetary sources (16 Professional and 8 General Service, including 1 at the Principal level). Information on civilian personnel on loan from Governments at no cost to the Organization could not be made available owing to the very short duration of their assignment with the Division.

64. The Audit and Management Consulting Division devoted approximately 1,800 staff days to the audit of peace-keeping operations in 1995. A total of 2,000 staff days were originally planned, but some assignments had to be postponed to 1996 or cancelled because of the need to avoid coincidence in time with external audits in the field. This affected the liquidation audit of ONUMOZ and field audits of UNIFIL, UNARDOL, UNFICYP, UNDOF and UNTSO. The 1996 audit plan again includes 2,000 staff days to be devoted to peace-keeping operations.

65. The 1996 audit plan was prepared taking into account the anticipated liquidation of UNPF, UNAMIR and UNMIH. In the case of UNPF, it is estimated that the liquidation process will not be completed until the end of 1996. Audit work, by its very nature, does not cease at the end of a Mission's mandate, but follows the down-sizing of operational activities with a time lag of at least six months. The liquidation phase requires increased audit coverage. As was learned from the closure of UNTAC, ONUMOZ and UNOSOM II, it is imperative that the liquidation process be closely monitored from beginning to end. Experience has shown that it is at this time that the risk of loss of the Organization's assets is at peak. During the process, therefore, auditors have to be heavily involved in verifying the propriety of the Mission's final accounts; payments/disbursements need to be scrutinized; imprest cash accounts need to be

verified frequently until closed; physical inventory of non-expendable property must be performed to ensure that assets are accounted for and that contingent-owned equipment are covered by in/out-surveys; and final disposition of assets needs to be reviewed to ensure that appropriate decisions are made in respect of their disposal to prevent waste of resources as was experienced in the cases of UNTAC and UNOSOM II. Outstanding obligations need to be thoroughly reviewed to ensure that only valid items are kept for payment and that all others are cancelled. Accounts receivable and outstanding advances need to be monitored closely to facilitate recovery.

66. Another important area that would require scrutiny is the manner in which assets from these closing missions are packed and shipped to the United Nations Logistics Base at Brindisi. Thereafter, an audit should be conducted at the United Nations Logistics Base to verify how such assets are being handled (receiving, inspection, storage procedures and controls) and to ensure that accurate inventory records are being kept.

67. As the audit requirements during the liquidation phase do not result from the current level of expenditures of the peace-keeping operation, but mainly from the value of assets involved, the income from the support account, which is directly related to the expenditure level, is not an adequate yardstick to determine the number of audit posts needed. A reduction of audit posts and of audit activities in the area of peace-keeping operations is therefore only feasible a considerable time after the reduction of operational activities.

D. Executive Office of the Secretary-General

68. By its decision 50/473, the General Assembly established the position of Special Adviser to the Secretary-General as a temporary post funded from the support account. In addition, three posts (one D-2, one P-5 and one General Service) will continue to be required. One P-4 post is being suppressed. All of these posts are used for backstopping the activities of the Secretary-General in the area of peace-keeping as entrusted to him by the principal organs, including providing policy direction to departments with direct responsibility for peace-keeping operations, as well as coordinating different programmes and components of the system that impact on or contribute to various aspects of peace-keeping.

69. In addition to the above-mentioned posts, the Office has 86 posts funded from the regular budget (50 Professional and above, and 36 General Service, including 4 at the Professional level).

E. Office of Legal Affairs

General Legal Division

70. There are three posts funded from the support account in the General Legal Division of the Office of Legal Affairs. These are essential because the demands in regard to peace-keeping will either remain at the same level or increase with the possible redefinition, streamlining or closure of existing

peace-keeping operations. Any reduction in these posts would require cutting back essential legal support and assistance with respect to the host of legal problems that are associated with such redefined, streamlined or closed missions. Such cutbacks in legal support and assistance could have extremely serious financial and other consequences for the Organization.

71. At present, the General Legal Division has 20 attorneys, including the 3 posts funded from the support account and 9 General Service support staff. They are organized into four clusters, generally consisting of four attorneys each: (a) peace-keeping operations support; (b) substantial contracts/procurement; (c) administration/management; and (d) institutions support. Each of the clusters is supervised by one of two D-1s, with overall direction and supervision coming from the Director of the Division. The attorneys in each cluster are expected to devote at least 50 per cent of their time to the work of that cluster and a substantial amount of time to the work of other clusters, as necessary, to assist in meeting the demands placed upon the Division.

72. On the basis of the statistics compiled to date, requests for legal support and assistance relating to peace-keeping have increased the workload of the General Legal Division by over 40 per cent in the last four years. Almost half of the work performed by the Division relates to or arises from the Organization's peace-keeping operations and involves matters ranging from procurement activities to third-party claims against the United Nations arising from the operations of such missions, to contract disputes relating generally to the provision of goods and services to support such peace-keeping missions, including the disposition of property and assets of missions when they close or wind down.

73. Even with the scaling back of the Organization's peace-keeping operations, the demands for legal support and assistance arising from or relating to peace-keeping activities will continue unabated for the foreseeable future. Indeed, experience has shown that once contractors become aware that a mission, with its opportunities for further business, is to be wound up, they start to submit formal claims that might have been absorbed had the mission continued. The flood of claims from UNOSOM II is an example of this phenomenon.

F. Advisory Committee on Administrative and Budgetary Questions

74. One P-5 post has been provided to the Secretariat of the Advisory Committee, the cost of which has been shared between the support account and extrabudgetary sources in support of administrative structures. In view of the complexity and significant increase in activities relating to peace-keeping operations, two additional posts (one P-4 and one General Service) are proposed to strengthen the required support for the Advisory Committee in carrying out its responsibilities of financial and budgetary review of peace-keeping operations. a/

75. In addition to the P-5 post mentioned above, the Advisory Committee is currently supported by eight posts funded from the regular budget (four

Professional category and above, and four General Service, including one at the Principal level).

II. NON-POST RESOURCE REQUIREMENTS

General temporary assistance

76. A provision in the amount of $260,000 will be required to provide, at maintenance level, for periods of peak workload and temporary replacement of staff on leave ($610,000 for the Department of Peace-keeping Operations and $100,000 for the Department of Administration and Management).

Overtime

77. The estimated amount of $210,000 would cover, at maintenance level, the cost of overtime work ($140,000 for the Department of Peace-keeping Operations and $70,000 for the Department of Administration and Management), which continues to be unavoidable owing to the need to meet deadlines inherent to the nature of the work at Headquarters relating to the support required by peace-keeping operations.

Travel on official business

78. A provision in the amount of $80,000 would enable the Department of Peace-keeping Operations to undertake consultations and negotiations relating to stand-by arrangements and inspection missions of the medical depot in Norway and the logistics base at Brindisi, as well as inspections relating to demining. The amount of $40,000 would allow finance officers from the Peace-keeping Financing Division to undertake field visits to peace-keeping operations to assess financing requirements.

Training

79. The estimated amount of $500,000 would enable the Department of Peace-keeping Operations to undertake the activities specified below.

a. Training Seminar for Civilian Police in Peace-keeping

(Co-sponsored by the Government of Canada) $20,000

80. The seminar is aimed at promoting peace-keeping efficiency by enhancing the knowledge of participants on peace-keeping operational requirements and to provide future United Nations peace-keeping operations with qualified civilian police officers, who are able to effectively and correctly perform their operational responsibilities and tasks.

81. The Government of Canada, in cooperation with the United Nations, will organize and prepare the one-week seminar for 30 participants from Member States and will provide facilities, local transportation, meals and accommodations for all participants. The United Nations will bear the cost of travel and daily subsistence allowance for three instructors (from the Training Unit, the

Civilian Police Unit and from one Member State) and for training materials. Each participating Member State will pay for the travel expenses of their nominees.

b. Peace-keeping "Train-the-Trainers" Seminar

(Co-sponsored by the International Labour Organization (ILO) - Turin) $104,500

82. This seminar will provide instruction in the development of peace-keeping training methods and programmes to a select group of military and civilian police officers who already have previous United Nations peace-keeping experience and who are presently involved in peace-keeping training at the national level, or will likely become involved in the future. It will promote common international understanding of peace-keeping training requirements in order to improve the skills and operational competence of military and civilian police personnel provided by Member States for peace-keeping operations.

83. Training national trainers from Member States will also have the long-term advantage of meeting the training assistance requirements of these countries in the future. A train-the-trainers programme will also benefit the United Nations in that the need for employment of United Nations Training Assistance Teams (UNTAT) personnel for peace-keeping training assistance to Member States will be greatly reduced in the future.

84. ILO will provide facilities, local transportation, meals and accommodations for all participants. The United Nations will pay for the travel and daily subsistence allowance of United Nations resource staff, and Member States will pay for the travel of their nominees.

c. Peace-keeping Training Assistance Seminar

Latin America $97,300

Africa $89,000

85. These seminars will train a selected group of civilian and military police officers with previous peace-keeping experience from various Member States to assist Member States with peace-keeping training, on request. It is expected to produce a total of 30 training assistance team members, who together with the 29 already trained in 1995, will be available by the end of June 1996 to assist, on request, with peace-keeping training activities of Member States and/or to conduct peace-keeping training in the field mission headquarters.

86. The host country will provide course facilities, meals and accommodations for all participants. The United Nations will provide transportation costs for the participants and United Nations resource personnel (instructors) and some financial assistance (scholarships) to some participants from Member States, if required.

87. The seminar for Latin America is scheduled sometime in the spring of 1996 and may be held in either Brazil or Uruguay. The seminar for Africa may be held in Ghana in early autumn 1996.

d. Maintenance of the United Nations Training Assistance Teams

(1 July 1996 to 30 June 1997) $73,600

88. In paragraph 50 of its resolution 49/37 the General Assembly requested the Secretary-General to establish a peace-keeping training coordination programme, on a trial basis, to organize and rapidly dispatch training teams, at the request of Member States, to assist in national peace-keeping training efforts. There are currently 32 military and civilian police officers from 21 different countries that are available to the United Nations for a period of two years, on an "on call" basis, while performing their normal national duties. In order to continue this programme and to satisfy Member States' requests for peace-keeping training assistance, the proposed amount would allow a limited number of training assistance to be provided upon request.

e. First United Nations Training Course on Material Management for Logistic Personnel $50,500

89. The aim of the training course is to train United Nations personnel on the application of efficient methods of logistics management and to provide a base of trained personnel with advanced skills who would be able to handle effectively reserve stores of matériel, using an electronic United Nations matériel management system. This training course should significantly improve inventory control, expedite accounting procedures, establish clear lines of responsibility, identify management strategies and ensure the most efficient use of available resources in the most effective manner.

f. United Nations Conference on Medical Support for Peace-keeping Operations (Co-sponsored by the Government of Switzerland) $5,000

90. The Department of Peace-keeping Operations will organize a United Nations Conference on Medical Support for Peace-keeping Operations at Geneva. This Conference is being co-sponsored by the Government of Switzerland. The aim of the conference is to gather medical representatives from troop-contributing Member States, in order to: (a) promote international medical support and standardization for peace-keeping operations; (b) make recommendations for medical training and the level of medical preparedness of personnel before deployment in peace-keeping operations; (c) inform the United Nations medical logistic support system of medical needs and issues in peace-keeping operations; and (d) exchange experiences (lessons learned).

g. Printing and translation of peace-keeping training publications $60,100

91. The proposed amount will allow for the translation and printing, in English and French, of the following six peace-keeping training publications: Training Manual, Civilian Police Course Curriculum, Commander Logistics Handbook, United

Nations Peace-keeping Bibliography, Stress Management and Peace-keeping Handbook for Junior Ranks.

Notes

a/ See also Official Records of the General Assembly, Fiftieth Session, Supplement No. 6 (A/50/6/Rev.1), vol. I, para. 1.13 and table 1.9.

ANNEX III
WORKLOAD INDICATORS

A. DEPARTMENT OF PEACE-KEEPING OPERATIONS
OFFICE OF PLANNING AND SUPPORT
FIELD ADMINISTRATION AND LOGISTICS DIVISION
FINANCIAL MANAGEMENT AND SUPPORT SERVICES
LIST OF FUNCTIONS TO BE PERFORMED BY FMSS IN 1996
Office of the Chief

No.	Specific task	Chief (Days)	Dep. Chief (Days)	Ps (Days)	GS (Days)	Note
	Policy Coordination					
1	Develop & coordinate budgetary & finance related policies and procedures	7	5	85		High
2	Act as focal point for budget & finance related matters within DPKO & other UN departments			40		High
3	Represent department in the Fifth Committee and ACABQ on budget & finance related matters	52	38	12		High
4	Provide guidance & support to CAOs and CFOs in the field	16	3	6		High
5	Recommend & implement changes to existing accounting and financial reporting arrangements	9		18		Low
6	Initiate revision to financial policy instruments in light of experience gained in the field	9	9	4		Low
7	Inter & intra departmental meetings	64	45	38		High
8	Provide primary interface with representatives from TCCs on financial aspects, claims, COE, death & disability	18	7	30		Med
	Strategic planning					
9	Responsible for strategic financial planning & policy development for DPKO, under guidance of Director FALD	10	10	25		Low
10	Propose initiatives for effective planning, budgeting & financial implementation of field missions	8	12	15		Low
11	Oversee ongoing development of a standardized budget format for field missions & maintenace of SCM	6	12	12		Med
	Managerial and supervisory control over work of the staff					
12	Establish work programme for FMSS	5	2	5		High
13	Review work procedures & control measures to identify changes required	10	4	20		High
14	Provide guidance to FMSS staff in daily discharge of functions	14	12			High
15	Review & approve output of the Service	12	28	72		High
16	Monitor work performance of FMSS staff	8	12			High
	Audit & Internal Control					
17	Liaise & discuss with internal/external auditors/FOs on accounting, financial controls & reporting procedures		1	32		Med
18	Review mission audit reports & field audit observations		3	46		Med
19	Coordinate and prepare consolidated FALD response to audit findings and recommendations		2	75		Med
20	Send copies of audit reports to mission ensuring provision of guidance on response/corrective action			13		Med
21	Provide modifications/improvements to financial control procedures in conjunction with OPPBA/OIOS			12		Med
22	Establish and monitor follow-up mechanisms to ensure corrective action is taken		4	15		Med
23	Prepare general policy guidelines for missions to ensure compliance with audit observations			15		Med
24	Coordinate & participate in fraud investigations and follow-up			28		Med
25	Develop policy/procedure recommendations to prevent future cases of fraud			32		Med
26	Produce management information reports on audit status, internal control weaknesses, etc			24		Med
27	Establishing/reviewing control procedures for security of cash, communications, etc		2	16		Med
	Operational Management Review					
28	Conduct reviews & analysis of management systems/practices to identify preventive measures		4	38		Low
29	Identify & recommend policy reviews & proposals for implementing revised policies & procedures		5	18		Low
30	Provide guidance to DOA/CAO to ensure accountability, adequacy of staff resources, appropriate mgt. tools		1	8		Low
	Administrative support					
31	Participate in recruitment & selection of staff for FMSS & financial and budgetary posts in field missions	4	1	12		High
32	FMSS personnel management, including liaison with Executive Office	7	2	46	15	High
33	Liaise with Military Adviser's Office & Permanent Missions regarding GMOs & GCOs	2	1	3		High
34	Coordinate training of FMSS staff, appraisals, preparation for promotion, etc	9	4	3		High
35	Maintain files of daily documents from Security Council, GA, ACABQ, and other finance or PK related matters			14	30	High
36	Recording/distributing incoming correspondence & dispatching outgoing FMSS correspondence				75	High
37	Administrative/clerical support to the Office of the Chief				243	High
38	Process finance section of administrative reports for all missions				88	High
39	Coordinate office administration with OCSS, BMS & other relevant offices			1	5	High
	TOTAL	270	229	833	456	
	TOTAL - Number of Staff	1	1	4	2	

Chief of Financial Support Section

No.	Specific task	SC	GS	Priority
	Policy Coordination			
1	Develop & coordinate budgetary & finance related policies and procedures	5		High
2	Act as focal point for budget & finance related matters within DPKO & other UN departments	5		High
3	Represent department in the Fifth Committee and ACABQ on budget & finance related matters	11		High
4	Provide guidance & support to CAOs and CFOs in the field	10		High
5	Recommend /implement changes to existing accounting/financial reporting arrangements, inc. FMSS information syst	6		Med
6	Initiate revision to financial policy instruments in light of experience gained in the field	3		Med
	Strategic planning			
7	Propose initiatives for effective planning, budgeting & financial implementation of field missions	3		Med
8	Oversee ongoing development of a standardized budget format for field missions & maintenace of SCM	3		Med
	Supervisory control of FSS			
9	Review work procedures & control measures to identify changes required	3		High
10	Provide guidance to FMS staff in daily discharge of functions	75		High
11	Monitor work performance of FMS staff	12		High
	Administrative support			
12	Participate in recruitment & selection of staff for FMSS & financial and budgetary posts in field missions	1		High
13	Coordinate training of FMSS staff, appraisals, preparation for promotion, etc.	2		High
14	Review daily documents from Security Council, GA, ACABQ, and other finance or PK related matters	12		High
15	Coordinate administrative and financial arrangements for worldwide satellite communications for all missions		244	Med
16	Maintain files of daily documents from GA, SC, ACABQ and other finance or peace-keeping related matters		25	High
17	Clerical support to Financial management Section		168	High
18	Attend intra & inter-departmental meetings	14		High
	Financial management			
19	Review performance reports & budget submissions	18		High
20	Review OPPBA's preparation before final submission	4		High
21	Coordinate with PMSS & LCS for their review of mission requirements	4		High
22	Ensure monthly review of accounts & implementation of the mission budget to monitor progress & delivery of require	3		High
23	Provide training to mission staff in conjunction with PKFD in the finance area	4		High
24	Provide advise to LCS & PMSS and other offices on financial matters	5		High
25	Supervise the status of unliquidated obligations to ensure they are correctly recorded and liquidated	3		High
26	Assist OPPBA in preparing & certifying journal vouchers	4		High
27	Approve end of mandate obligations in coordination with the field	4		High
28	Ensure payroll charges are reflected in proper periods	3		High
29	Coordinate with political officers of DPKO & DPA on the basis of field cost estimates, performance figures and trends	5		High
30	Revise initial cost estimates based on the requirements	2		High
31	Review performance reports for the Trust Funds at end of accounting period	3		High
32	Certify requisitions and LOAs for procurement of goods & services	4		High
33	Review & certify miscellaneous obligating documents (MODs)	4		High
34	Review & approve analytical responses to queries asked by ACABQ & GA	2		High
35	Respond to day to day correspondence on operational matters	9	28	High
36	Brief management and other visiting staff from missions on financial management issues	3		High
37	Oversee FMSS involvement in mission liquidation	12		High
38	Liaise with internal/external auditors on accounting, financial control & reporting procedures	3		High
39	Review mission audit reports and provide responses	9		High
40	IT Training		6	Low
	TOTAL	273	471	
	TOTAL - Number of Staff	1	2	

Chief of Claims and Management Information Section

No.	Specific task	SC	GS	Priority
	Management & supervision of the Claims and Management Information Section	36	218	High
	Identify & prioritize tasks to be undertaken by the Section, delegate responsibility, coordinate & monitor work pro			
	Manage the personnel of the Section, evaluate & counsel staff			
	Review & authorize output of Section			
	Attend intra & inter-departmental meetings			
	Provide clerical support for the Section			
	Programme Analysis /Information Management	12		Med
	Oversee the development, implementation & improvement of integrated automated information processing			
	Oversee new programming to accomodate revised COE reimbursement methodology			
	Claims Administration **LOA claims**	35		High
	Death & disability claims	10		Medium
	COE claims	60		Low
	Ensure claims for reimbursement from TCCs are mandated, accurate & processed in a timely manner			
	Oversee & participate in the development of policies to standardize reimbursement of COE/death & disability clai			
	Negotiates with TCCs to resolve contentious claims			
	Implements special procedures & staffing needed to reduce claims backlog			
	Overall quality control for FMSS	82		Med
	Review performance reports & budget submissions			
	Review analytical supporting documentation & responses to issues raised by ACABQ & Fifth Committee			
	TOTAL	235	218	
	TOTAL - Number of Staff	1	1	

Europe & Latin America Unit

No.	Specific task	UC (Days	Ps (Days	GS (Days	Priority
	UNPF				
1	Financial planning for transitional mission	16	17		High
2	Budget estimates	12	10	5	High
3	Ongoing financial management	62	60	188.5	High
4	Performance reports	23	23	28	High
5	Trust Funds	8	10	12	High
6	Respond to day to day correspondence on operational matters	12	15	28	High
7	Brief management and other visiting staff from missions on financial management issues	2	4		High
8	Provide responses and relevant material to internal & external auditor or Operation Review Off	4	3		High
	UNOMIG				
9	Budget estimates	3	5		High
10	Ongoing financial management	8	56	30	High
11	Performance reports	5	14	4	High
12	Trust Funds		5		High
13	Respond to day to day correspondence on operational matters	1	8	4	High
14	Brief management and other visiting staff from missions on financial management issues		2		High
15	Provide responses and relevant material to internal & external auditor or Operation Review Off	1	1		High
	UNMIH				
16	Budget estimates	4		16	High
17	Ongoing financial management	8		59.5	High
18	Performance reports	5		15	High
19	Trust Funds			3	High
20	Respond to day to day correspondence on operational matters	1		7.5	High
21	Brief management and other visiting staff from missions on financial management issues			1.5	High
22	Provide responses and relevant material to internal & external auditor or Operation Review Off	1		3.5	High
	MICIVIH				
23	Budget estimates	3		7	High
24	Ongoing financial management	6		20	High
25	Performance reports	4		6	High
26	Trust Funds			2	High
27	Respond to day to day correspondence on operational matters	1		4	High
28	Brief management and other visiting staff from missions on financial management issues			1	High
29	Provide responses and relevant material to internal & external auditor or Operation Review Off	1		2	High
	MINUSAL				
30	Budget estimates	3		6	High
31	Ongoing financial management	8		51	High
32	Performance reports	5		12	High
33	Trust Funds			6	High
34	Respond to day to day correspondence on operational matters	1		6	High
35	Brief management and other visiting staff from missions on financial management issues	1			High
36	Provide responses and relevant material to internal & external auditor or Operation Review Off	1		2	High
	MINUGUA				
37	Budget estimates	3		9	High
38	Ongoing financial management	6.5		41	High
39	Performance reports	6		16	High
40	Trust Funds			4	High
41	Respond to day to day correspondence on operational matters	1		8	High
42	Brief management and other visiting staff from missions on financial management issues	1			High
43	Provide responses and relevant material to internal & external auditor or Operation Review Off	1		2	High
	UNLB (Brindisi)				
44	Budget estimates	2.5		6.5	High
45	Ongoing financial management	7		46	High
46	Performance reports	4.5		5	High
47	Trust Funds				
48	Respond to day to day correspondence on operational matters	2		6	High
49	Brief management and other visiting staff from missions on financial management issues	0.5			High
50	Provide responses and relevant material to internal & external auditor or Operation Review Off	1			High
51	IT Training	1	4	6	Low
Total		247	237	680	
	TOTAL - Number of Staff	1	1	3	

Africa Unit

No.	Specific task	UC (Days)	Ps (Days)	GS (Days)	Priority
	UNAMIR				
1	Budget estimates (includes revised mandate/liquidation)	4	6	6	High
2	Ongoing financial management	10	28	28	High
3	Performance reports	3	6	12	High
4	Trust Funds				
5	Respond to day to day correspondence on operational matters		7	10	High
6	Brief management and other visiting staff from missions on financial management issues	1	1		High
7	Provide responses and relevant material to internal & external auditor or Operation Review Off	1	1	4	High
	UNAVEM				
8	Budget estimates	4	20		High
9	Ongoing financial management	22	80		High
10	Performance reports	4	21		High
11	Trust Funds	1	3		High
12	Respond to day to day correspondence on operational matters	14	12		High
13	Brief management and other visiting staff from missions on financial management issues	1	1		High
14	Provide responses and relevant material to internal & external auditor or Operation Review Off	1	2		High
	UNOMIL				
15	Budget estimates	5	18		High
16	Ongoing financial management	22	60	18	High
17	Performance reports	4	20		High
18	Trust Funds	1	10		High
19	Respond to day to day correspondence on operational matters	2	26		High
20	Brief management and other visiting staff from missions on financial management issues	1			High
21	Provide responses and relevant material to internal & external auditor or Operation Review Off	1	3		High
	MINURSO				
22	Budget estimates (includes possible expansion)	7		39	High
23	Ongoing financial management	21		158	High
24	Performance reports	3		24	High
25	Trust Funds				
26	Respond to day to day correspondence on operational matters	2		24	High
27	Brief management and other visiting staff from missions on financial management issues	1		1	High
28	Provide responses and relevant material to internal & external auditor or Operation Review Off	1		2	High
	BURUNDI				
29	Budget estimates	1	5	4	High
30	Ongoing financial management	6	26	20	High
31	Performance reports	2	6	6	High
32	Trust Funds	4	6	15	High
33	Respond to day to day correspondence on operational matters	1	8	6	High
34	Brief management and other visiting staff from missions on financial management issues	1	1		High
35	Provide responses and relevant material to internal & external auditor or Operation Review Off	1	2	2	High
	UNPOS				
36	Budget estimates	5	6		High
37	Ongoing financial management	12	22		High
38	Performance reports	3	6		High
39	Trust Funds				
40	Respond to day to day correspondence on operational matters	1	3		High
41	Brief management and other visiting staff from missions on financial management issues	1			High
42	Provide responses and relevant material to internal & external auditor or Operation Review Off	1	1		High
	INTERNATIONAL COMMISSION OF INQUIRY				
43	Budget estimates	1	1		High
44	Ongoing financial management	4	8	14	High
45	Performance reports	1	6	6	High
46	Trust Funds	0.5	5	10	High
47	Respond to day to day correspondence on operational matters		2	4	High
48	Brief management and other visiting staff from missions on financial management issues				
49	Provide responses and relevant material to internal & external auditor or Operation Review Off				

	UNOMSA				
50	Budget estimates				
51	Ongoing financial management	2	3	24	High
52	Performance reports	2	6		High
53	Trust Funds				
54	Respond to day to day correspondence on operational matters	1	9		High
55	Brief management and other visiting staff from missions on financial management issues				
56	Provide responses and relevant material to internal & external auditor or Operation Review Off				
	Admin. Support Unit in Nairobi				
57	Budget estimates	1.5	6	4	High
58	Ongoing financial management	6	10	8	High
59	Performance reports	1.5	5	6	High
60	Trust Funds				
61	Respond to day to day correspondence on operational matters	1	4	6	High
62	Brief management and other visiting staff from missions on financial management issues	1	1		High
63	Provide responses and relevant material to internal & external auditor or Operation Review Off	1			High
	Non-mission specific				
64	IT Training	1	2	6	Low
65	Unit management	35			High
Total		235.5	485	467	
	TOTAL - Number of Staff	1	2	2	

Claims Administration Unit

No.	Specific task	UC (Days)	Ps (Days)	GS (Days)	Priority
	Process claims from TCCs in respect of supplies & services				
1	Log in claims and review all supporting documents		50	30	High
2	Collect all relevant information from the field & permanent mission		325	25	High
3	Verify information with the field and other sections of FALD and DPKO		310	25	High
4	Check availability of funds based on allotment report/GAM report		15	15	High
5	Prepare certification memorandum to OPPBA		50	50	High
6	Communicate with permanent missions throughout the claims certification and payment process	15	53		High
7	Perform follow-up functions to ensure processing of claims & answer queries in this regard	2	21	9	High
8	Develop & maintain claims administration system and database	3	23	23	High
9	Examine claim status report for action & prepare management report as necessary	3	30	15	High
	Process claims from TCCs in respect of death & disability				
10	Log in claims and review all supporting documents		50	30	Med
11	Collect all relevant information from the field & permanent mission		325	25	Med
12	Verify information with the field and other sections of FALD and DPKO		310	25	Med
13	Check availability of funds based on allotment report/GAM report		15	15	Med
14	Prepare certification memorandum to OPPBA		50	50	Med
15	Communicate with permanent missions throughout the claims certification and payment process	15	52		Med
16	Perform follow-up functions to ensure processing of claims & answer queries in this regard	1	21	9	Med
17	Develop & maintain claims administration system and database	3	22	22	Med
18	Examine claim status report for action & prepare management report as necessary	3	30	15	Med
	Administrate COE claims			240	Low
19	Examine the in-out surveys to verify the basis for COE calculation				
20	Check price & quantity for reasonableness listed on the surveys with Logistics				
21	Check minutes of property Survey Board cases for write-off items				
22	Separate consumables from COE and calculate amounts consumed in the field				
23	Check arrival and departure date of COE items as basis for calculation of reimbursement				
24	Determine amount of compensation to each troop contributing country				
	In respect of:				
	ONOMOZ		90		Low
	UNOSOM		600		Low
	UNAMIR		180		Low
	UNPROFOR		400		Low
	UNAVEM		120		Low
	UNMIH		75		Low
	UNFICYP		60		Low
	UNIKOM		30		Low
	MINURSO		30		Low
	UNIFIL		40		Low
25	Communicate in writing or orally with permanent missions throughout the process	30	180		Low
26	Perform follow-up functions to ensure processing of claims & answer queries in this regard	3			Low
27	Meet with Senior Officers from Ministries of Defence/Finance to negotiate COE settlements	60	60		Low
28	Respond to internal/external auditors on claims administration issues	4	8	2	Med
29	Coordinate office administration with OCSS, BMS & other relevant offices	6		4	High
30	Unit management , administration & staff related matters	72		42	High
31	Administrative & clerical support			147	High
32	Organise and particiapte in working groups with TCCs on policy development	20	40	20	Low
33	Initial orientation, training and administration for GMOs		60		High
34	IT Training		48	12	Low
Total		240	3773	850	
	TOTAL - Number of Staff	1	19	4	

Operational Review Unit

No.	Specific task	UC (Days)	Ps (Days)	GS (Days)	Priority
	Audit & Internal Control				
1	Liaise & discuss with internal/external auditors/FOs on accounting, financial controls & reporting procedures	20	12		Med
2	Review mission audit reports & field audit observations	26	20		Med
3	Coordinate and prepare consolidated FALD response to audit findings and recommendations	35	40		Med
4	Send copies of audit reports to mission ensuring provision of guidance on response/corrective action		13		Med
5	Provide modifications/improvements to financial control procedures in conjunction with OPPBA/OIOS	6	6		Med
6	Establish and monitor follow-up mechanisms to ensure corrective action is taken	10	5		Med
7	Prepare general policy guidelines for missions to ensure compliance with audit observations	12	3		Med
8	Coordinate & participate in fraud investigations and follow-up	15	13		Med
9	Develop policy/procedure recommendations to prevent future cases of fraud	20	12		Med
10	Produce management information reports on audit status, internal control weaknesses, etc.	12	12		Med
11	Establishing/reviewing control procedures for security of cash, communications, etc.	10	6		Med
	Operational Management Review				
12	Conduct reviews & analysis of management systems/practices to identify preventive measures	25	13		Low
13	Identify & recommend policy reviews & proposals for implementing revised policies & procedures	12	6		Low
14	Provide guidance to DOA/CAO to ensure accountability, adequacy of staff resources, appropriate mgt. tools	6	2		Low
	Delegation of Financial Authority				
15	Establish & monitor procedures of Certifying, Approving & Bank Signatory Offrs in conjunction with Controller	12	5		High
16	Liaise with the field/HQ in respect of signatory panels	3		193	High
	ORU administrative/clerical functions				
17	General Unit clerical & administrative functions		50		Med
18	Maintain & update tables related to monitoring of allotments			22	High
19	Advise field of changes in post adjustment multipliers & rental subsidy thresholds			4	Med
Total		224	218	219	
	TOTAL - Number of Staff	1	1	1	

Systems and Data Analysis Unit

No.	Specific Task	UC	Ps	GS	Priority
	System's design, implementation & support				
1	Coordinate, plan, design, develop, implement & maintain information system/applications	25			High
2	Design & develop automated Financial Management Applications	37.5			Low
3	Provide support to the Service in structuring information through software applications & standardizations	30			Low
4	Develop client server system, maintain databases, custom programs	15		20	Low
5	Act as a focal point for IMIS, information analysis of data to be downloaded	12			High
6	Monitor the use and update existing applications			60	Low
7	Provide help desk for user problems			54	Low
8	Train staff in the use of software applications or databases developed within the Service			40	Low
9	Coordinate with EDP sections in DPKO/DAM in developing data processing /information systems	29			Low
10	Coordinate & cooperate with the field and Permanent Missions regarding information support systems	6		48	Low
	Data & programme analysis				
11	Develop & present data, statistics, graphs & tables for use by FMSS & DPKO for decision making	15	30		Low
12	Research/develop standard cost data for use in budgets, scenario, ratio & variance analysis	12	22		Low
13	Work with OPPBA to review budget format and explore ways to standardise costs	15	20		Low
14	Update standard ratios based on historical data/experience in the field		33		Low
15	Provide input/updates of Standard Cost Manual to Controller's office		85		High
16	Develop initiatives for effective planning, budgeting & financial implementation of field missions		32		Low
17	Respond to queries & provide analytical justification to ACABQ & GA		8		High
	Delegation of Financial Authority				
18	Establish & monitor procedures of Certifying, Approving & Bank Signatory Offrs in conjunction with Contr	12			High
19	Liaise with the field/HQ in respect of signatory panels	3		193	High
	SDAU administrative/clerical functions				
20	General Unit clerical & administrative functions	27.5	4	1	Med
21	Maintain & update tables related to monitoring of allotments			22	High
22	Advise field of changes in post adjustment multipliers & rental subsidy thresholds			4	Med
	TOTAL	239	234	442	

TOTAL - Number of Staff	1	1	2	

DEPARTMENT OF PEACE-KEEPING OPERATIONS
OFFICE OF PLANNING AND SUPPORT
FIELD ADMINISTRATION AND LOGISTICS DIVISION
PERSONNEL MANAGEMENT AND SUPPORT SERVICES

RESOURCE REQUIREMENTS

Without Eliminating "High" or "Medium" Priority Functions

ID	Group		Work Assigned*	Total Requirements**
			(hours)	(# of staff)
1	PMSS/OC		2334	3.03
2	PPRU		4604	5.98
3	Staffing Unit	APPLICANT	7931	10.30
4	Staffing Unit	APPOINTMENT	5292	6.87
5	Staffing Unit	POST	2017	2.62
6	Travel Unit		10923	14.19
7	ARS		884	1.15
8	ARS-AU/EM		18821	24.44
9	ARS-RMU		2560	3.32
		TOTAL	55366	71.90

*Figure taken from total work assignments calculated in list of functions
**Requirements=Total Work/770

The figure of 770 is used because 7 working hours perday are assumed 130 working days in six months, minus 16 annual/sick leave days and 4 official holidays = 110 working days. Hence, 110 X 7 = 770

ABBREVIATIONS USED IN DPKO RESOURCE REQUIREMENTS

ACABQ	-	Advisory Committee on Administrative and Budgetary Questions
ARS	-	Administration and Records Section
ARS-AU/EM	-	Administration and Records Section-Administration Unit/ Established Missions
ARS-RMU	-	Administration and Records Section-Records Management Unit
BMS	-	Buildings Management Service
CAO	-	Chief Administrative Officer
CFO	-	Chief Finance Officer
COE	-	contingent-owned equipment
DAM	-	Department of Administration
DOA	-	Director of Administration
DPA	-	Department of Political Affairs
DPKO	-	Department of Peace-keeping Operations
EDP	-	electronic data-processing
FALD	-	Field Administration and Logistics Division
FMSS	-	Finance Management and Support Service
FO	-	finance officers
GA	-	General Assembly
GAM	-	General Accounts Monthly
GCO	-	gratis civilian officer
GMO	-	gratis military officer
LCS	-	Logistics and Communications Service
LOA	-	letters of assist
MICIVIH	-	International Civilian Mission in Haiti
MINUGUA	-	United Nations Mission for the Verification of Human Rights and of Compliance with the Commitments of the Comprehensive Agreement on Human Rights in Guatemala
MINURSO	-	United Nations Mission for the Referendum in Western Sahara
MINUSAL	-	United Nations Mission in El Salvador
MOD	-	miscellaneous obligating document
OCSS	-	Office of Conference and Support Services
OIOS	-	Office of Internal Oversight Services
OPPBA	-	Office of Programme Planning, Budget and Accounts

ORU	-	Operational Review Unit
PK	-	peace-keeping
PKFD	-	Peace-keeping Financing Division
PMSS	-	Personnel Management and Support Service
PMSS-OC	-	Personnel Management and Support Service-Office of the Chief
PPRU	-	Policy, Planning and Review Unit
SC	-	Security Council
SCM	-	Standard Cost Manual
SDAU	-	Systems and Data Analysis Unit
TCC	-	troop-contributing countries
UNAMIR	-	United Nations Assistance Mission for Rwanda
UNAVEM	-	United Nations Angola Verification Mission
UNLB	-	United Nations Logistics Base
UNMIH	-	United Nations Mission in Haiti
UNOMIG	-	United Nations Observer Mission in Georgia
UNOMIL	-	United Nations Observer Mission in Liberia
UNOMSA	-	United Nations Observer Mission in South Africa
UNPF	-	United Nations Peace Forces headquarters
UNPOS	-	United Nations Political Office for Somalia

B. DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF THE UNDER-SECRETARY-GENERAL
FINANCIAL MANAGEMENT OFFICE

CONTRIBUTIONS SERVICE

Assements issued (through 6 December 1995)

	1993	1994	1995
Regular Budget	1	1	1
Peace-keeping operations	26	44	35
International tribunals	0	0	2
TOTAL	27	45	38

Receipts (CRV) issued

	1995	%
Regular Budget	260	8.7
Peace-keeping operations	1,999	66.9
International tribunals	66	2.2
Extrabudgetary funds	662	22.2
TOTAL	2,987	

TREASURY

Bank accounts opened

	1992		1993		1994		1995 (thru Oct.)	
Peace-keeping	15	28%	19	35%	17	52%	49	78%
Others	38	72%	36	65%	16	48%	14	22%
TOTAL	53		55		33		63	

Manual cheques issued

	1992		1993		1994		1995 (thru Oct.)	
Peace-keeping	930	60%	726	44%	524	34%	333	35%
Others	614	40%	918	56%	1,016	66%	608	65%
TOTAL	1,544		1,644		1,540		941	

CRV's/CV's processed

	1992		1993		1994		1995 (thru Oct.)	
Regular budget	6,310	61%	6,784	59%	6,226	54%	5,623	55%
Peace-keeping	1,292	13%	1,876	16%	2,639	23%	2,481	24%
Others	2,673	26%	2,921	25%	2,563	22%	2,043	20%
TOTAL	10,275		11,581		11,428		10,147	

Foreign exchange transactions in excess of $250,000

	1992		1993		1994		1995 (thru Oct.)	
Peace-keeping	930	60%	726	44%	524	34%	333	35%
Others	614	40%	918	56%	1,016	66%	608	65%
TOTAL	1,544		1,644		1,540		941	

Investments

	1992		1993		1994		1995 (thru Oct.)	
Peace-keeping	1,679	48%	2,374	49%	3,584	54%	4,273	59%
Others	1,817	52%	2,470	51%	2,996	46%	2,970	41%
TOTAL*	3,496		4,844		6,580		7,243	
TOTAL**	6,681		7,109		9,903		10,751	

* Deposits placed with banks
** Includes deposits and repayments

DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF HUMAN RESOURCES MANAGEMENT

MEDICAL AND EMPLOYEE ASSISTANCE DIVISION

	Total	Attributed to Peace-keeping	% of PKO
Overseas exams received for the purpose of providing medical clearances	14,972	9,749	65%
In-house medical exams conducted	3,919	473	12%
X-rays received/performed	13,806	6,709	49%
Immunizations provided	3,373	968	29%
Medical evacuations processed	1,229	407	33%
Medical compensation cases reviewed	224	87	39%

COMPENSATION AND CLASSIFICATION SERVICE

Activities conducted in support of the Department of Peace-keeping Operations

Subject	Workload	Work-month
(a) Compensation matters		
(i) MSA surveys	6 surveys	12
(ii) Local salary surveys	10 surveys	20
(iii) Interim salary reviews	27	12
(iv) Review of duty stations according to conditions of life and work, and mobility and hardship scheme		3
(v) 300 series/ALD		3
(vi) OHRM/FALD Task Force		2
(vii) Correspondence on other matters related to remuneration package applicable to mission personnel		6
(viii) Participation in the work of intergovenmental/ expert and inter-organizational bodies		1
(ix) Administrative support		2
(b) Classification matters		
(i) Initial classification review of General Service posts	300 posts	4
(ii) Classification reviews of posts (Professional, Field Service, and General Service) in DPKO and established missions	80 posts	2
(iii) Classification advice and reviews of appeals	40 cases	1
(iv) Administrative support		2
TOTAL WORK-MONTHS (Work-months per annum)		70

DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF PROGRAMME PLANNING, BUDGET AND ACCOUNTS

FINANCIAL ACCOUNTING AND REPORTING DIVISION

Operational Accounts Section	1990	1992	1993	1994	1995
Total number of staff on payroll	11,322	13,290	14,400	15,089	15,200
US staff receiving reimbursements for taxes	4,100	4,645	5,203	4,997	5,124
Overtime hours used in payroll	1,656	2,151	2,434	2,496	1,712 *

* up to 30 November 1995

Disbursements - Travel/Vendors	1992	1993	1994	1995(est)
Total travel claims processed	9,036	9,100	9,500	8,980
Vendor payments made	28,188	33,318	35,000	36,750

Insurance Section	1990	1992	1993	1994	1995
Total staff enrolled in health insurance plans as of 1 January	9,325	9,732	10,547	10,830	10,764

DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF PROGRAMME PLANNING, BUDGET AND ACCOUNTS
PEACE-KEEPING FINANCING DIVISION

1994	*Financing reports*				*Legislative reports*			*Administrative matters*				
	Security Council	General Assembly	ACABQ	Total reports	Fifth Committe	General Assembly	Total reports	Allotment	Staffing table autho-rizations	Letters to to Govts.	Initiate payment to Govts	Total reports
UNFICYP	1	2	0	3	0	2	2	15	3	75	14	107
UNDOF	25	1	0	26	2	2	4	15	1	52	34	102
UNIFIL	1	2	0	3	2	2	4	19	2	170	61	252
UNAVEM	8	5	2	15	2	2	4	35	5	0	2	42
UNIKOM	2	1	1	4	2	1	3	12	2	40	16	70
GULF (res 687)	8	13	0	21	0	0	0	21	4	0	0	25
MINURSO	2	5	3	10	1	1	2	8	5	11	3	27
ONUSAL	2	3	3	8	2	2	4	9	2	0	1	12
UNTAC	91	4	0	96	1	1	2	6	2	166	26	200
UNPROFOR	3	6	1	10	5	6	11	25	10	270	83	388
UNOSOM	0	5	1	6	4	2	6	31	3	209	84	327
ONUMOZ	2	5	1	8	0	0	0	19	3	118	25	165
UNAMIR	3	4	0	7	3	4	7	20	6	23	1	80
UNOMIG	5	4	3	12	3	3	6	44	5	0	0	49
UNOMIL	4	1	1	6	4	4	8	28	4	0	0	32
UNMIH	1	2	3	6	2	2	4	9	1	0	0	10
UNMOT	0	1	0	1	0	0	0	0	0	0	0	0
Administrative and budgetary aspects of financing pko's : Support account	29	1	0	30	2	2	4	109	55	1	0	165
Peace-keeping Reserve Fund	0	1	0	1	0	0	0	0	0	0	0	0
Rates of reimbursement	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	**187**	**66**	**19**	**272**	**35**	**36**	**71**	**425**	**113**	**1135**	**350**	**2023**

1995	*Financing reports*				*Legislative reports*			*Administrative matters*				
	Security Council	General Assembly	ACABQ	Total reports	Fifth Committe	General Assembly	Total reports	Allotment	Staffing table autho-rizations	Letters to to Govts.	Initiate payment to Govts	Total reports
UNFICYP	2	2	0	4	2	2	4	15	2	34	17	68
UNDOF	2	3	0	5	2	0	2	11	2	22	17	52
UNIFIL	2	2	0	4	2	1	3	15	3	74	57	149
UNAVEM	3	4	2	9	2	1	3	25	3	17	13	58
UNIKOM	2	2	0	4	2	2	4	17	6	20	16	59
GULF (res 687)	0	0	0	0	0	0	0	26	6	0	0	32
MINURSO	3	5	2	10	2	2	4	19	4	7	2	32
ONUSAL	1	3	0	4	1	1	2	16	0	0	4	20
UNTAC	0	3	0	3	1	1	2	0	0	1	40	41
UNMLTIC	0	0	0	0	1	1	2	0	0	0	0	0
UNPROFOR	1	7	2	10	3	3	6	61	5	235	182	483
UNOSOM	1	5	1	7	1	1	2	5	1	34	55	95
ONUMOZ	0	2	0	2	2	1	3	10	2	32	18	62
UNAMIR	7	3	1	11	3	3	6	21	5	135	54	216
UNOMIG	3	3	1	7	2	2	4	16	4	0	0	20
UNOMIL	7	2	2	11	1	1	27	20	9	0	0	29
UNMIH	1	2	1	4	1	1	2	27	4	0	4	36
UNMOT	2	3	1	6	3	2	5	17	2	0	4	23
UNTAG	0	0	0	0	0	0	0	0	0	0	3	3
Administrative and budgetary aspects of financing pko's : Support account	0	1	0	1	3	3	6	51	44	0	0	95
Peace-keeping Reserve Fund	1	0	0	1	0	0	0	0	0	0	0	0
Rates of reimbursement	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	5	0	5	1	1	2	0	0	3	0	3
TOTALS	**38**	**57**	**13**	**108**	**35**	**29**	**64**	**372**	**102**	**614** 1/	**486** 1/	**1574** 2/

1/ Due to the Organization's financial crisis and consequential delays in reimbursing amounts owed to troop contributing countries, less "letters to Governmnents" and "initiate payment to Governments" actions were processed. When payments were made, they were not on a monthly basis as before, but rather for several months at a time.

2/ The closing of three missions, UNTAC, UNOSOM and ONUMOZ, have resulted in the reduction in the total number of report/outputs for the Division.

C. OFFICE OF LEGAL AFFAIRS
GENERAL LEGAL DIVISION

PERCENTAGE OF TIME SPENT ON LEGAL MATTERS RELATING TO THE ORGANIZATION'S PEACE-KEEPING OPERTAIONS

GLD Post	Funding Source	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	1995 Avg.	1994 Avg.	1993 Avg.	1992 Avg.
D2	RB	19.5%	27.4%	21.6%	31.7%	27.4%	35.4%	33.1%	31.8%	36.4%	38.4%	38.6%	NA	31.0%	28.9%	16.4%	8.2%
D1	XB	16.8%	18.3%	23.9%	25.3%	18.3%	26.2%	AL	36.2%	31.1%	36.5%	33.8%	NA	26.6%	20.3%	11.9%	5.8%
D1	RB	12.3%	11.2%	10.4%	15.7%	31.9%	10.3%	20.5%	AL	51.7%	41.8%	42.1%	NA	24.8%	21.9%	26.7%	11.5%
P5	RB	14.3%	15.6%	7.4%	16.4%	34.9%	41.1%	17.2%	26.7%	13.1%	27.6%	26.4%	NA	21.9%	26.6%	7.5%	3.9%
P5	RB	OM	83.7%	84.4%	62.3%	60.6%	59.2%	60.7%	87.5%	88.4%	89.7%	90.9%	NA	76.7%	56.3%	29.8%	11.2%
P5	RB	OM	4.4%	24.9%	26.7%	48.3%	23.8%	18.6%	AL	11.5%	11.8%	13.4%	NA	20.4%	15.9%	7.7%	8.3%
P5	RB	36.7%	31.2%	15.8%	3.4%	2.1%	17.3%	AL	18.6%	19.1%	19.2%	16.7%	NA	18.0%	12.5%	17.1%	4.8%
P5	XB	75.2%	SL	SL	64.3%	81.8%	67.4%	89.3%	92.1%	83.5%	OM	OM	NA	79.1%	61.9%	40.0%	28.3%
P5	PKSA	49.7%	46.3%	32.1%	35.7%	34.2%	74.3%	96.1%	59.3%	51.1%	83.4%	74.5%	NA	57.9%	63.9%	63.0%	19.3%
P4	RB	32.7%	45.7%	11.3%	OM	OM	OM	OM	OM	OM	OM	OM	NA	29.9%	39.4%	11.3%	17.0%
P4	RB	41.8%	26.4%	35.3%	17.4%	46.8%	34.7%	67.9%	38.4%	51.1%	69.4%	68.1%	NA	45.2%	43.6%	28.2%	15.7%
P4	RB	77.3%	68.2%	21.6%	26.4%	21.8%	53.8%	37.9%	39.2%	76.4%	38.5%	50.7%	NA	46.5%	35.0%	23.8%	0.0%
P4	PKSA	89.4%	78.2%	94.5%	88.4%	89.7%	90.1%	NA	NA	NA	NA	NA	NA	88.4%	95.0%	82.6%	8.9%
P3	RB	74.3%	35.7%	48.5%	78.5%	81.1%	86.1%	75.3%	63.7%	64.8%	41.4%	76.3%	NA	66.0%	54.1%	35.4%	11.3%
P3	XB	27.3%	17.1%	30.8%	5.3%	OM	OM	26.0%	23.1%	22.2%	28.8%	52.2%	NA	25.9%	16.7%	21.9%	13.0%
P3	PKSA	34.5%	22.1%	17.4%	54.3%	32.1%	97.7%	98.9%	34.6%	24.7%	33.1%	12.2%	NA	42.0%	19.0%	7.7%	8.3%
P2	XB	23.4%	42.7%	47.6%	16.7%	39.4%	AL	32.7%	42.5%	43.1%	34.3%	47.1%	NA	37.0%	33.2%	21.2%	7.8%
P2	XB	17.1%	22.4%	25.4%	23.1%	34.2%	43.9%	38.4%	49.1%	47.6%	41.7%	45.9%	NA	35.3%	19.2%	24.8%	17.5%
1995 AVGS		40.1%	35.1%	32.5%	34.8%	42.8%	50.8%	50.9%	45.9%	44.7%	42.4%	45.9%	NA				
1994 AVGS		34.5%	34.8%	30.3%	34.2%	42.6%	52.8%	50.3%	50.5%	47.1%	48.6%	51.3%	51.1%				
1993 AVGS		14.7%	13.9%	19.7%	25.0%	25.2%	33.1%	18.8%	29.2%	30.1%	30.3%	34.3%	29.9%				
1992 AVGS		9.6%	5.6%	5.5%	8.9%	4.6%	14.0%	7.8%	16.6%	9.7%	9.9%	12.3%	17.1%				

AL - Annual Leave; NA - No Data Available; OM - On Mission Assignment; SL - Sick Leave

SUMMARY OF GLD TIME SPENT ON PEACE-KEEPING OPERATIONS FROM 1992 TO 1995

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year Avgs
1995	40.1%	35.1%	32.5%	34.8%	42.8%	50.8%	50.9%	45.9%	44.7%	42.4%	45.9%	NA	42.4%
1994	34.5%	34.8%	30.3%	34.2%	42.6%	52.8%	50.3%	50.5%	47.1%	48.6%	51.3%	51.1%	44.0%
1993	14.7%	13.9%	19.7%	25.0%	25.2%	33.1%	18.8%	29.2%	30.1%	30.3%	34.3%	29.9%	25.4%
1992	9.6%	5.6%	5.5%	8.9%	4.6%	14.0%	7.8%	16.6%	9.7%	9.9%	12.3%	17.1%	10.1%

D. OFFICE OF INTERNAL OVERSIGHT SERVICES

AUDIT AND MANAGEMENT CONSULTING DIVISION

WORKPLAN 1996

Project	Quarter	Budget Days
Audit of UNAVEM (comprehensive)	1	100
Audit of UNSCO	1	40
Audit of UNMIH (liquidation)	3-4	60
Audit of MINURSO	2	60
Audit of UNAMIR (liquidation)	1-2	80
Audit of UNOMIL	4	50
UNAVEM - Resident audit of Personnel and Financial Management	1-4	50
UNAVEM - Resident audit of Procurement and Property Management	1-4	50
UNAVEM - Resident audit of Logistics, Transportation, and Communications	1-4	50
UNAVEM - Resident audit of other areas (including non-audit task)	1-4	50
UNIMIH - Resident audit of Personnel and Financial Management	1-2	20
UNIMIH - Resident audit of Procurement and Property Management	1-2	20
UNIMIH - Resident audit of Logistics, Transportation, and Communications	1-2	20
UNIMIH - Resident audit of other areas (including mission liquidation phase)	1-2	40
Civil component staff requirements for PK missions	2	65
UNPF/UNPROFOR/UNCRO - Air Operations	1-4	40
UNPF/UNPROFOR/UNCRO - Communications	1-4	40
UNPF/UNPROFOR/UNCRO - Financial Management	1-4	50
UNPF/UNPROFOR/UNCRO - Personnel	1-4	70
UNPF/UNPROFOR/UNCRO - Procurement of major contracts	1-4	200
UNPF/UNPROFOR/UNCRO - Property control	1-4	100
UNPF/UNPROFOR/UNCRO - Vehicle Operations	1-4	40
UNPREDEP (Comprehensive)	1-4	40
ONUSAL	1	50
UNLB	2	100
UNIKOM	4	60
UNPF	2	140
UNIFIL	3	65
UNDOF	3	60
UNPF	4	140
UNFICYP	3-4	100
Procurement (PTD)	1-2	120
Trust Fund for Iraq; GCI Trust Fund	2	20
TOTAL		2190

ANNEX IV

ORGANIZATIONAL CHARTS

PROPOSED: 1 JULY 1996 TO 30 JUNE 1997

DEPARTMENT OF PEACE-KEEPING OPERATIONS
OFFICE OF THE UNDER-SECRETARY-GENERAL

Office of the Under-Secretary-General

	RB	XB	SA	GMO
USG	1	.	.	.
ASG	.	.	.	.
D2	.	.	.	.
D1	.	.	1	.
P5	.	.	1	.
P4	.	.	.	.
P3	.	.	1	.
P2/1	1	.	.	.
G(P)	.	.	1	.
G(O)	1	.	5	.
TOT	3	.	9	.

Military Advisor

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	1	.	.	.
D1	.	.	1	.
P5	1	.	.	.
P4	.	.	.	1
P3	.	.	.	.
P2/1	.	.	.	1
G(P)	.	.	.	.
G(O)	1	.	2	5
TOT	3	.	3	7

Situation Centre

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	.	.	.	.
D1	.	.	1	.
P5	.	.	1	.
P4	.	.	2	3
P3	.	.	5	7
P2/1	.	.	.	1
G(P)	.	.	.	.
G(O)	.	.	2	3
TOT	.	.	11	14

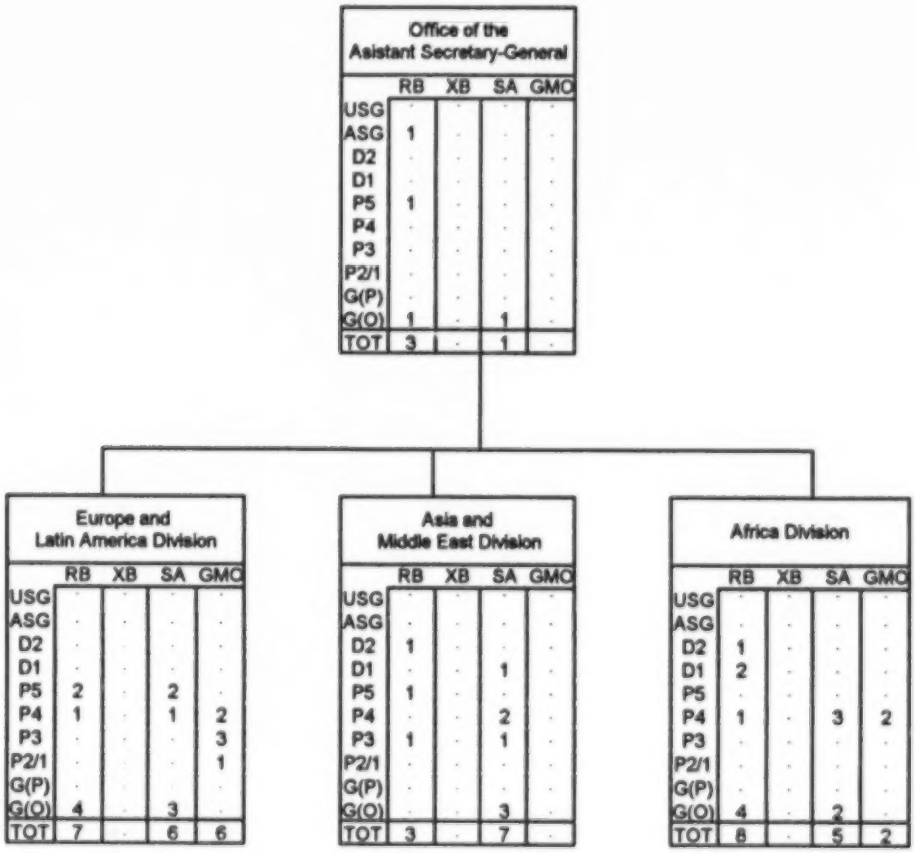
Executive Office

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	.	.	.	.
D1	.	.	.	.
P5	.	.	1	.
P4	1	.	1	.
P3	.	.	1	.
P2/1	.	.	.	.
G(P)	.	.	1	.
G(O)	.	.	4	.
TOT	1	.	8	.

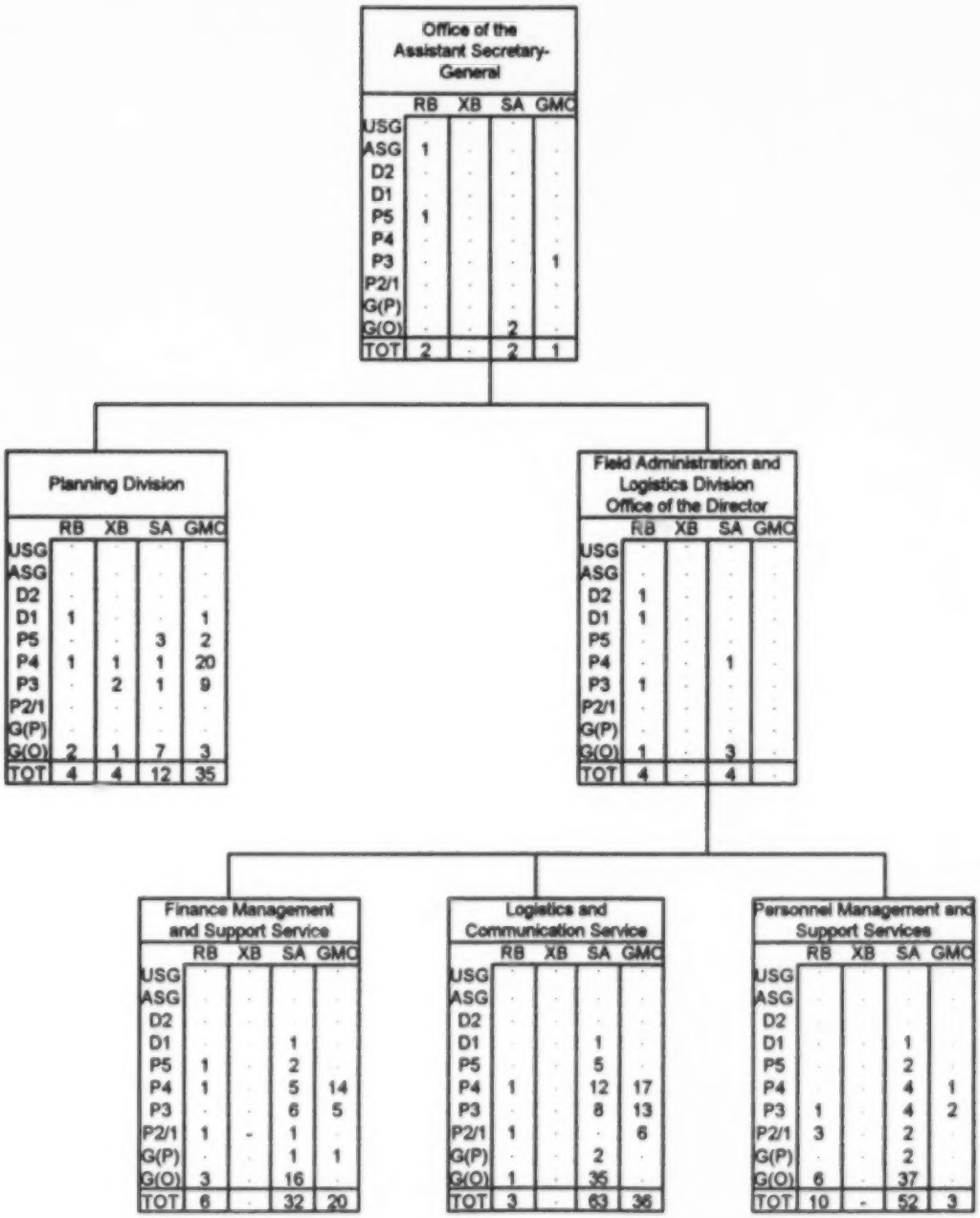
Policy and Analysis Unit

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	.	.	.	.
D1	.	.	.	.
P5	.	.	.	.
P4	.	.	1	.
P3	.	.	.	.
P2/1	1	.	.	.
G(P)	.	.	.	.
G(O)	.	.	1	.
TOT	1	.	2	.

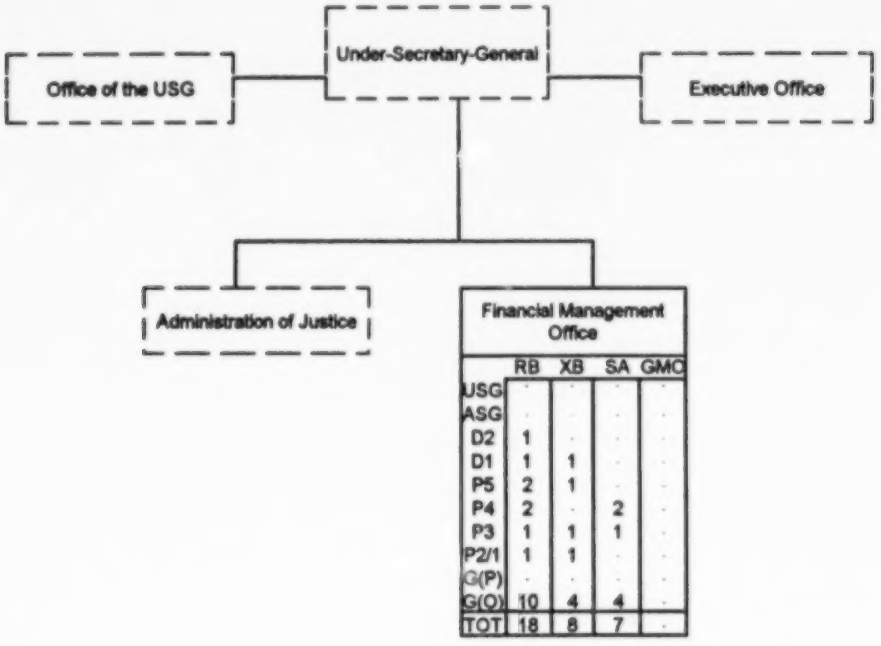
DEPARTMENT OF PEACE-KEEPING OPERATIONS
OFFICE OF OPERATIONS


Office of the Asistant Secretary-General
RB XB SA GMO
USG .
ASG 1 . . .
D2 . . . .
D1 . . . .
P5 1 . . .
P4 . . . .
P3 . . . .
P2/1 . . . .
G(P) . . . .
G(O) 1 . 1 .
TOT 3 . 1 .
Europe and Latin America Division
RB XB SA GMO
USG .
ASG . . . .
D2 . . . .
D1 . . . .
P5 2 . 2 .
P4 1 . 1 2
P3 . . . 3
P2/1 . . . 1
G(P) . . . .
G(O) 4 . 3 .
TOT 7 . 6 6
Asia and Middle East Division
RB XB SA GMO
USG .
ASG . . . .
D2 1 . . .
D1 . . 1 .
P5 1 . . .
P4 . . 2 .
P3 1 . 1 .
P2/1 . . . .
G(P) . . . .
G(O) . . 3 .
TOT 3 . 7 .
Africa Division
RB XB SA GMO
USG .
ASG . . . .
D2 1 . . .
D1 2 . . .
P5 . . . .
P4 1 . 3 2
P3 . . . .
P2/1 . . . .
G(P) . . . .
G(O) 4 . 2 .
TOT 8 . 5 2

DEPARTMENT OF PEACE-KEEPING OPERATIONS
OFFICE OF PLANNING AND SUPPORT

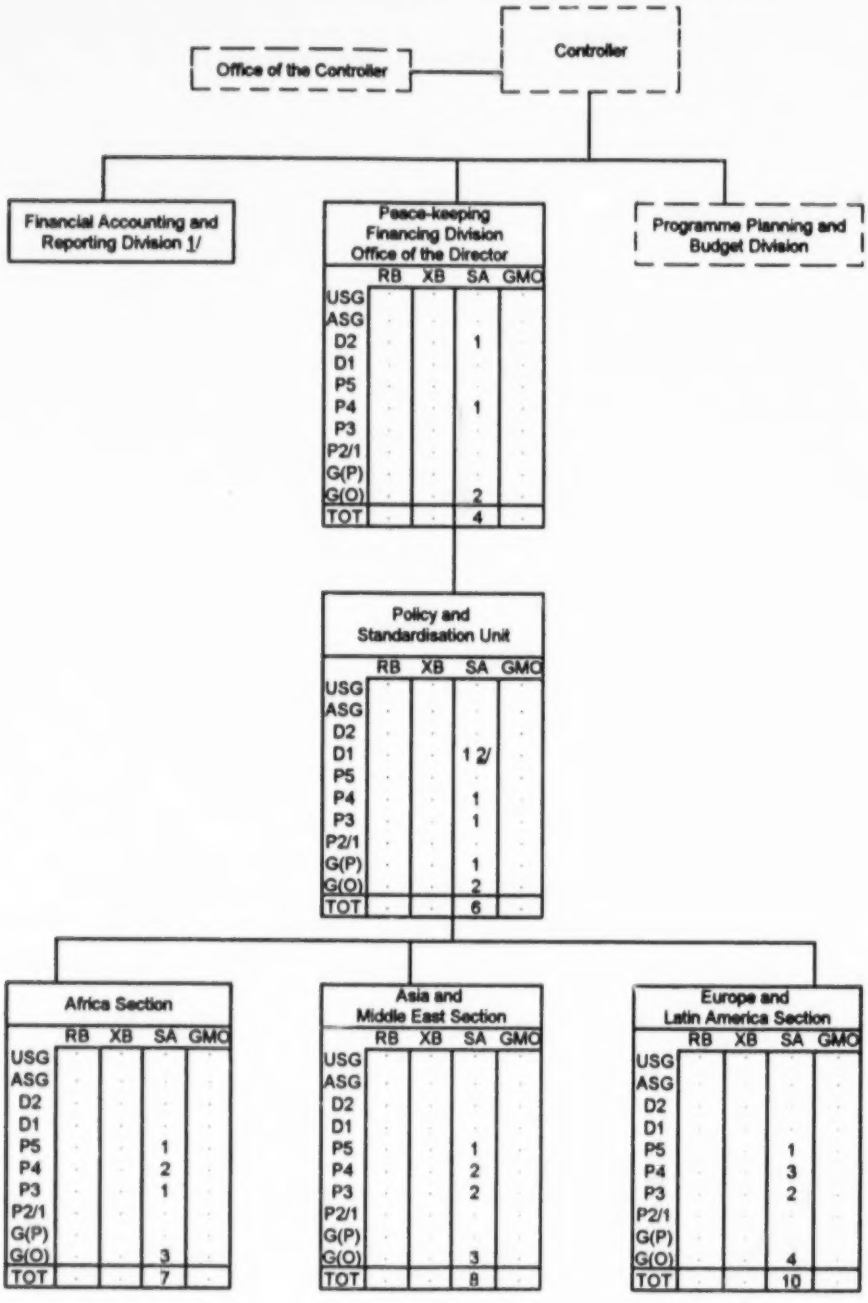


DEPARTMENT OF ADMINISTRATION AND MANAGEMENT



	RB	XB	SA	GMC
USG	.	.	.	.
ASG	.	.	.	.
D2	1	.	.	.
D1	1	1	.	.
P5	2	1	.	.
P4	2	.	2	.
P3	1	1	1	.
P2/1	1	1	.	.
G(P)	.	.	.	.
G(O)	10	4	4	.
TOT	18	8	7	.

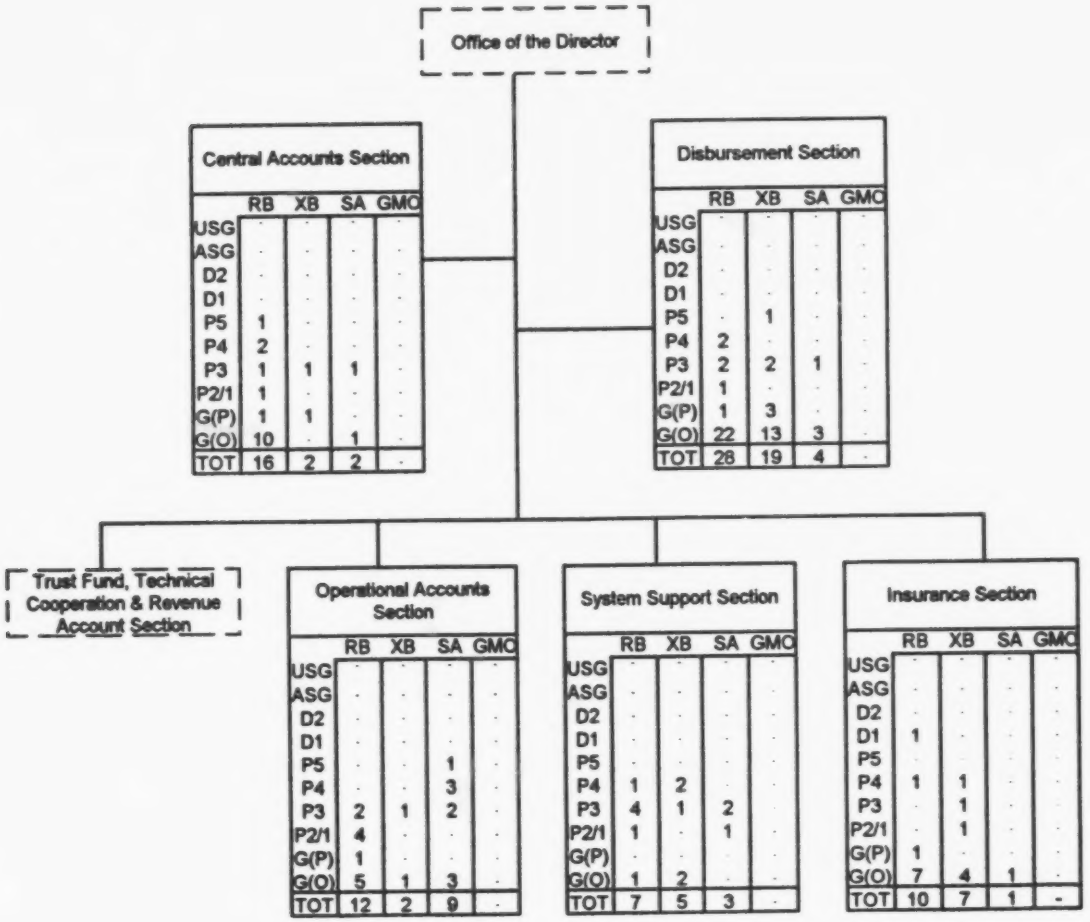
DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF PROGRAMME PLANNING, BUDGET AND ACCOUNTS



1/ Sections of the Financial Accounting and Reporting Division are shown in a separate organigram

2/ Concurrently Deputy Director of the Division

DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF PROGRAMME PLANNING, BUDGET AND ACCOUNTS
FINANCIAL ACCOUNTING AND REPORTING DIVISION


Office of the Director
Central Accounts Section
RB XB SA GMC
USG . . . .
ASG . . . .
D2 . . . .
D1 . . . .
P5 1 . . .
P4 2 . . .
P3 1 1 1 .
P2/1 1 . . .
G(P) 1 1 . .
G(O) 10 . 1 .
TOT 16 2 2 .
Disbursement Section
RB XB SA GMC
USG . . . .
ASG . . . .
D2 . . . .
D1 . . . .
P5 . 1 . .
P4 2 . . .
P3 2 2 1 .
P2/1 1 . . .
G(P) 1 3 . .
G(O) 22 13 3 .
TOT 28 19 4 .
Trust Fund, Technical Cooperation & Revenue Account Section
Operational Accounts Section
RB XB SA GMC
USG . . . .
ASG . . . .
D2 . . . .
D1 . . . .
P5 . . 1 .
P4 . . 3 .
P3 2 1 2 .
P2/1 4 . . .
G(P) 1 . . .
G(O) 5 1 3 .
TOT 12 2 9 .
System Support Section
RB XB SA GMC
USG . . . .
ASG . . . .
D2 . . . .
D1 . . . .
P5 . . . .
P4 1 2 . .
P3 4 1 2 .
P2/1 1 . 1 .
G(P) . . . .
G(O) 1 2 . .
TOT 7 5 3 .
Insurance Section
RB XB SA GMC
USG . . . .
ASG . . . .
D2 . . . .
D1 1 . . .
P5 . . . .
P4 1 1 . .
P3 . 1 . .
P2/1 . 1 . .
G(P) 1 . . .
G(O) 7 4 1 .
TOT 10 7 1 -

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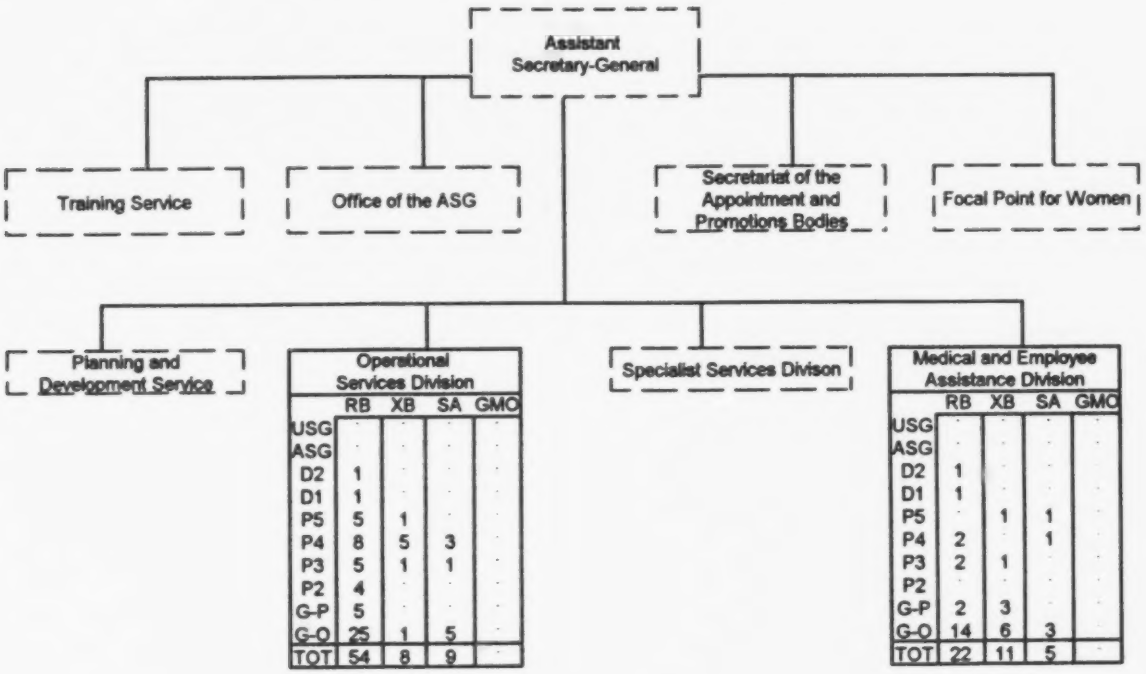
OFFICE OF HUMAN RESOURCES MANAGEMENT



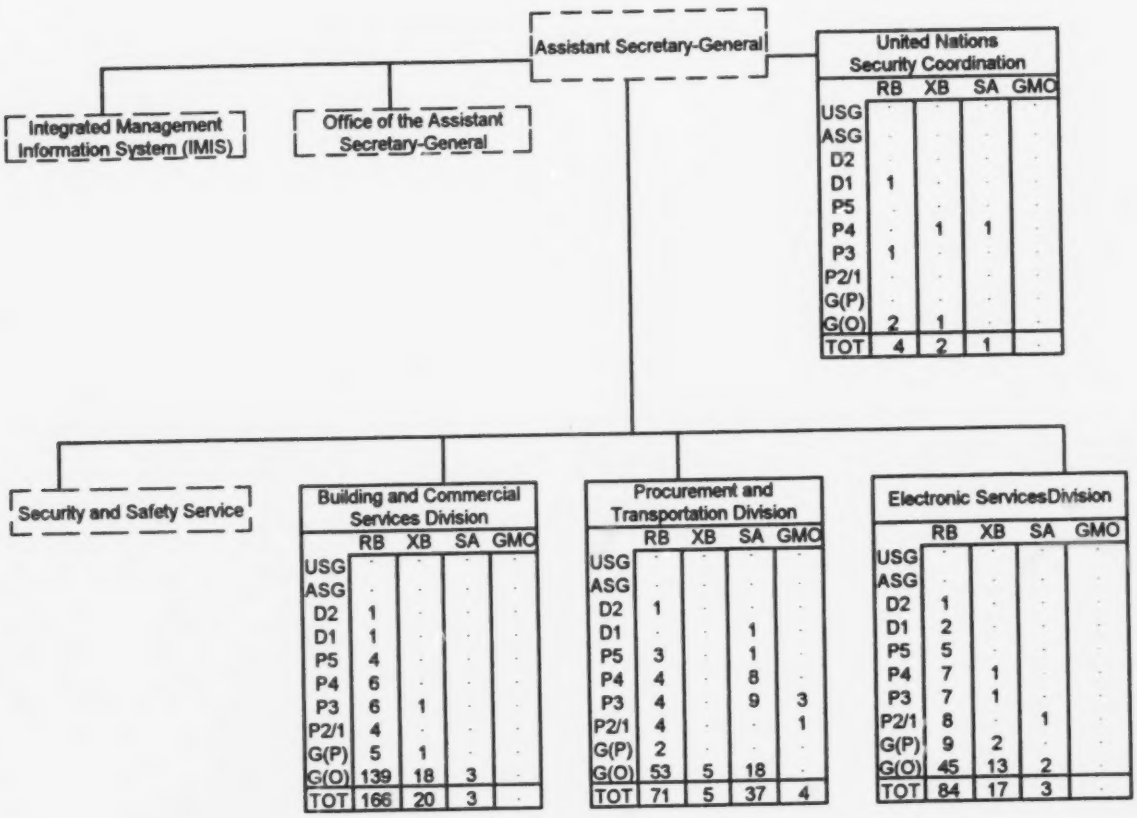
Operational Services Division

	RB	XB	SA	GMO
USG	-	-	-	-
ASG	-	-	-	-
D2	1	-	-	-
D1	1	-	-	-
P5	5	1	-	-
P4	8	5	3	-
P3	5	1	1	-
P2	4	-	-	-
G-P	5	-	-	-
G-O	25	1	5	-
TOT	54	8	9	-

Medical and Employee Assistance Division

	RB	XB	SA	GMO
USG	-	-	-	-
ASG	-	-	-	-
D2	1	-	-	-
D1	1	-	-	-
P5	-	1	1	-
P4	2	-	1	-
P3	2	1	-	-
P2	-	-	-	-
G-P	2	3	-	-
G-O	14	6	3	-
TOT	22	11	5	-

DEPARTMENT OF ADMINISTRATION AND MANAGEMENT
OFFICE OF CONFERENCE AND SUPPORT SERVICES


Assistant Secretary-General
Integrated Management Information System (IMIS)
Office of the Assistant Secretary-General
Security and Safety Service

United Nations Security Coordination

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	.	.	.	.
D1	1	.	.	.
P5	.	.	.	.
P4	.	1	1	.
P3	1	.	.	.
P2/1	.	.	.	.
G(P)	.	.	.	.
G(O)	2	1	.	.
TOT	4	2	1	.

Building and Commercial Services Division

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	1	.	.	.
D1	1	.	.	.
P5	4	.	.	.
P4	6	.	.	.
P3	6	1	.	.
P2/1	4	.	.	.
G(P)	5	1	.	.
G(O)	139	18	3	.
TOT	166	20	3	.

Procurement and Transportation Division

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	1	.	.	.
D1	.	.	1	.
P5	3	.	1	.
P4	4	.	8	.
P3	4	.	9	3
P2/1	4	.	.	1
G(P)	2	.	.	.
G(O)	53	5	18	.
TOT	71	5	37	4

Electronic ServicesDivision

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	1	.	.	.
D1	2	.	.	.
P5	5	.	.	.
P4	7	1	.	.
P3	7	1	.	.
P2/1	8	.	1	.
G(P)	9	2	.	.
G(O)	45	13	2	.
TOT	84	17	3	.

OFFICE OF INTERNAL OVERSIGHT SERVICES

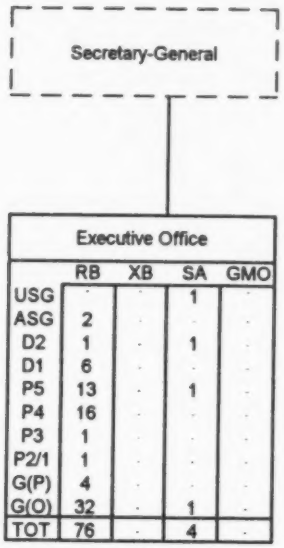
Audit and Management Consulting Division				
	RB	XB	SA	GMO
USG				
ASG				
D2	1			
D1	1			
P5	6	2		
P4	6	7	6	
P3	8	6	2	
P2/1	7	1		
G(P)	7	1		
G(O)	5	7	1	
TOT	41	24	9	

Central Monitoring and Inspection Unit

Central Evaluation Unit

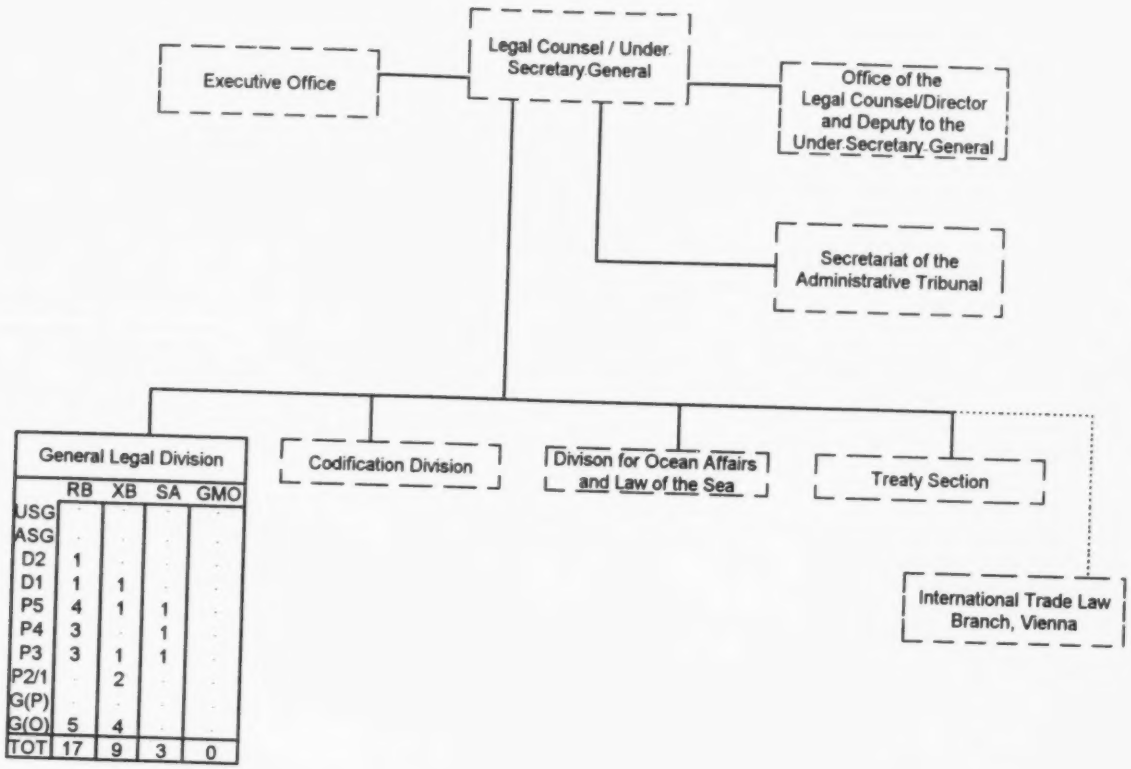
Investigations Unit

OFFICE OF THE SECRETARY-GENERAL



	RB	XB	SA	GMO
USG	-	-	1	-
ASG	2	-	-	-
D2	1	-	1	-
D1	6	-	-	-
P5	13	-	1	-
P4	16	-	-	-
P3	1	-	-	-
P2/1	1	-	-	-
G(P)	4	-	-	-
G(O)	32	-	1	-
TOT	76	-	4	-

OFFICE OF LEGAL AFFAIRS


Executive Office
Legal Counsel / Under Secretary General
Office of the Legal Counsel/Director and Deputy to the Under Secretary General
Secretariat of the Administrative Tribunal
General Legal Division
Codification Division
Divison for Ocean Affairs and Law of the Sea
Treaty Section
International Trade Law Branch, Vienna

	RB	XB	SA	GMO
USG	.	.	.	.
ASG	.	.	.	.
D2	1	.	.	.
D1	1	1	.	.
P5	4	1	1	.
P4	3	.	1	.
P3	3	1	1	.
P2/1	.	2	.	.
G(P)	.	.	.	.
G(O)	5	4	.	.
TOT	17	9	3	0

SECRETARIAT OF THE
ADVISORY COMMITTEE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS

Secretariat of the ACABQ				
	RB	XB	SA	GMO
USG				
ASG				
D2	1			
D1				
P5	2		1	
P4	1		1	
P3				
P2/1				
G(P)	1			
G(O)	3		1	
TOT	8		3	